

JANUARY 2014



Tracker

MEASURES OF DEPARTMENTAL PERFORMANCE



Greetings from MoDOT



Dave Nichols
MoDOT Director

Mission

Our mission is to provide a world-class transportation experience that delights our customers and promotes a prosperous Missouri.

For more than two years now, we have enjoyed a robust discussion with our customers about the importance of transportation in Missouri. And we've seen our customer satisfaction numbers climb to 85 percent – exceptionally high marks for any company but unheard of for a government agency. A big reason is MoDOT's commitment to full transparency and accountability in its business of preserving, managing and developing our transportation system.

It's our belief that you have a right to see how we are performing and we want you to know what we are doing well and where we need to improve. Now in its ninth year, the Tracker has been one way that Missourians can hold us accountable for delivering the most efficient and practical transportation services possible.

Missouri depends on a safe and reliable transportation system for the commerce and mobility to support economic stability and job growth. You have high expectations of us and we want to exceed those expectations. You expect us to keep the good roads maintained and safe and to fix bad roads and bridges. Most importantly, you expect us to get the absolute best value out of every tax dollar we spend. We share your expectations.

We have taken extreme measures to squeeze every dollar we can out of our operating costs to put every possible dollar back on to our system of roads and bridges. The Bolder Five-Year Direction, practical design, practical operations and a commitment to radical cost control are all examples.

But that won't be enough going forward as our construction budget continues to fall. We can't cut our way to a solution for this funding problem. The fuel tax method of funding transportation has become a diminishing revenue stream as vehicles become more and more fuel efficient. Missourians need to decide what kind of transportation system they want and how they are willing to pay for it.

We have built the Tracker around seven Tangible Results. These results are outcomes that you expect to see and they guide us in making decisions every day. The performance measures in the Tracker are designed to help us focus on the progress we are making to achieve these results.

The Tracker is published quarterly to ensure accountability and to allow you to see how we are measuring up. It is available in a printed format and on our website at www.modot.org. We encourage you to look it over and let us know how we are doing.

A handwritten signature in blue ink, appearing to read "Dave Nichols".

Missouri Department of Transportation

TANGIBLE RESULTS

- *Keep Customers and Ourselves Safe*
- *Keep Roads and Bridges in Good Condition*
- *Provide Outstanding Customer Service*
- *Deliver Transportation Solutions of Great Value*
- *Operate a Reliable and Convenient Transportation System*
- *Use Resources Wisely*
- *Advance Economic Development*

VALUE STATEMENTS

Live MoDOT Values -

- *Be Safe,*
- *Be Accountable,*
- *Be Respectful,*
- *Be Inclusive,*
- *Be Bold,*
- *Be Better, and*
- *Be One Team*

So we can be a great organization.

TABLE OF CONTENTS

Keep Customers and Ourselves Safe - Eileen Rackers			
Number and rate of fatalities and serious injuries		Leanna Depue	1a
Number of vulnerable roadway user fatalities and serious injuries		Leanna Depue	1b
Number of fatalities and serious injuries resulting from the most frequent crash causes		Mike Curtit	1c
Number of fatalities and serious injuries in work zones		Julie Stotlemeyer	1d
Percent of safety belt/passenger vehicle restraint use		Bill Whitfield	1e
Number of commercial motor vehicle crashes resulting in fatalities and serious injuries		Mark Biesemeyer	1f
Number of lost workdays		Roberta Jacobson	1g
Total and rate of MoDOT recordable incidents		Jeff Padgett	1h
General liability claims and costs		Ashley Halford	1i
Keep Roads and Bridges in Good Condition - Dennis Heckman			
Percent of major highways in good condition		Brian Reagan	2a
Percent of minor highways in good condition		Brian Reagan	2b
Condition of state bridges		David Koenig	2c
Percent of structurally deficient deck area on National Highway System		David Koenig	2d
Provide Outstanding Customer Service - Dan Niec			
Percent of overall customer satisfaction		Tammy Wallace	3a
Percent of customers who view MoDOT as Missouri's transportation expert		Holly Dentner	3b
Percent of customers who trust MoDOT to keep its commitments to the public		Melissa Black	3c
Percent of customers who feel MoDOT provides timely, accurate and understandable information		Marie Elliott	3d
Percent of customers who believe completed projects are the right transportation solutions		Eric Schroeter	3e
Percent of customers satisfied with MoDOT's customer service		Melissa Black	3f
Percent of customer communication engagement		DeAnne Rickabaugh	3g
Percent of partner satisfaction		Kelly Backues	3h
Deliver Transportation Solutions of Great Value - David Silvester			
Percent of programmed project cost as compared to final project cost		Renate Wilkinson	4a
Percent of projects completed on time		Jay Bestgen	4b
Percent of change for finalized contracts		Jeremy Kampeter	4c
Innovative contracting methods		Angela Fuerst	4d
Value Engineering		Llans Taylor	4e
Average highway lane-mile and bridge construction costs		Natalie Roark	4f
Operate a Reliable and Convenient Transportation System - Paula Gough			
Travel times and reliability on major routes		Jon Nelson	5a
Cost and impact of traffic congestion		Jeanne Olubogun	5b
Average time to clear traffic incident		Jason Sims	5c
Traffic impact closures on major interstate routes		Rick Bennett	5d
Work zone impacts to the traveling public		Jason Vanderfeltz	5e
Effectiveness of improving air quality		Mike Henderson	5f
Time to meet winter storm event performance objectives		Tim Chojnacki	5g
Bike/pedestrian and ADA Transition Plan improvements		Ron Effland	5h
Use and connectivity of modes of transportation		Amy Ludwig	5i
Use Resources Wisely - Brenda Morris			
Number of full-time equivalencies expended		Steve Meystrik	6a
Level of job satisfaction		Paul Imhoff	6b
Rate of employee turnover		Aaron Kincaid	6c
State and federal revenue projections		Kelly Wilson	6d
Number of dollars generated through cost-sharing and partnering agreements for transportation		Frank Miller	6e
Percent of local program funds committed to projects		Kenny Voss	6f
Inactive projects		Sunny Wilde	6g
Amount of advance construction		Todd Grosvenor	6h
Fleet utilization and fuel efficiency		Kevin James	6i
Number of tons of recycled material		Jay Bestgen	6j
Number of environmental warnings and violations		Gayle Unruh	6k

TABLE OF CONTENTS

Advance Economic Development - Machele Watkins			
Economic return from transportation investment		Eva Voss	7a
National ranking of transportation infrastructure		Ben Reeser	7b
MoDOT national ranking in revenue per mile		Tona Bowen	7c
Goods movement competitiveness		Cheryl Ball	7d
Freight tonnage by mode		Eric Curtit	7e
Annual hours of truck delay		Kim Russell	7f
Truck reliability index		Chuck Gohring	7g
Jobs created by projects funded through the economic development program		Todd Grosvenor	7h
Percent of minorities and females employed		Rudy Nickens	7i
Percent of disadvantaged business enterprise participation on construction and engineering projects		Lester Woods	7j
Expenditures made to certified minority, women and disadvantaged business enterprises		Rebecca Jackson	7k

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KEEP CUSTOMERS AND OURSELVES SAFE

Eileen Rackers, State Traffic and Highway Safety Engineer



Tracker

MEASURES OF DEPARTMENTAL PERFORMANCE



Safety is a daily commitment for all MoDOT employees. From design and construction to operations and maintenance of the state transportation system, the safety of our customers, partners, and employees is our top priority. We work with our safety partners to promote safe behavior for all users and modes of transportation so everyone goes home safe every day.

RESULT DRIVER:
Eileen Rackers,
State Traffic and Highway
Safety Engineer

**MEASUREMENT
DRIVER:**
Leanna Depue,
Highway Safety Director

**PURPOSE OF
THE MEASURE:**
The fatal and serious injury
number measures track
quarterly, annual and five-
year average trends result-
ing from traffic crashes on all
Missouri roadways. The rate
of fatal and serious injury
charts display annual and
fiveyear average fatality
and injury rates per 100
million vehicle miles traveled
for these same crashes.

**MEASUREMENT
AND DATA
COLLECTION:**
Missouri law enforcement
agencies submit a vehicle
accident report form to the
Missouri State Highway
Patrol who enters these re-
ports into a statewide traffic
crash database. The data-
base automatically updates
MoDOT's crash database
system which is called the
Transportation Management
System.

KEEP CUSTOMERS AND OURSELVES SAFE

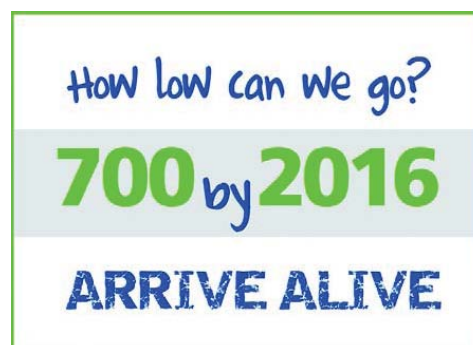
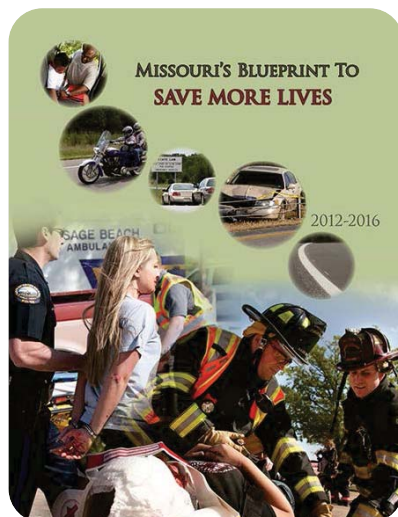
MAP-21

Number and rate of fatalities and serious injuries-1a

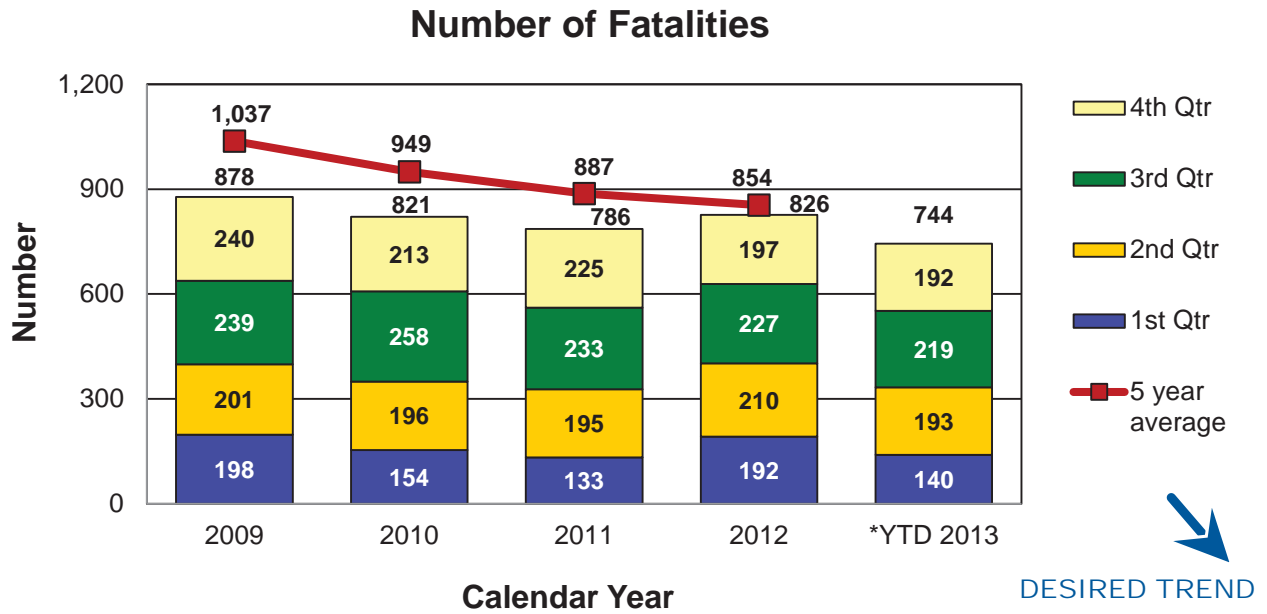
Keeping travelers safe is one of MoDOT's highest priorities. Over the last few years, fatalities and serious injuries have experienced a significant decline, largely due to safety improvements on Missouri roadways, focused enforcement efforts and educational campaigns that have kept these issues in front of motorists. When compared to the previous year, the 2012 traffic fatality count rose by 5 percent to a total of 826. However, the fiveyear average continued on a downward trend.

Both the number and fiveyear average of serious injuries decreased for the seventh straight year. The fatality rate increased slightly but the serious injury rate decreased in 2012. Preliminary fourth quarter 2013 data show a 10 percent decrease in fatalities when compared to 2012.

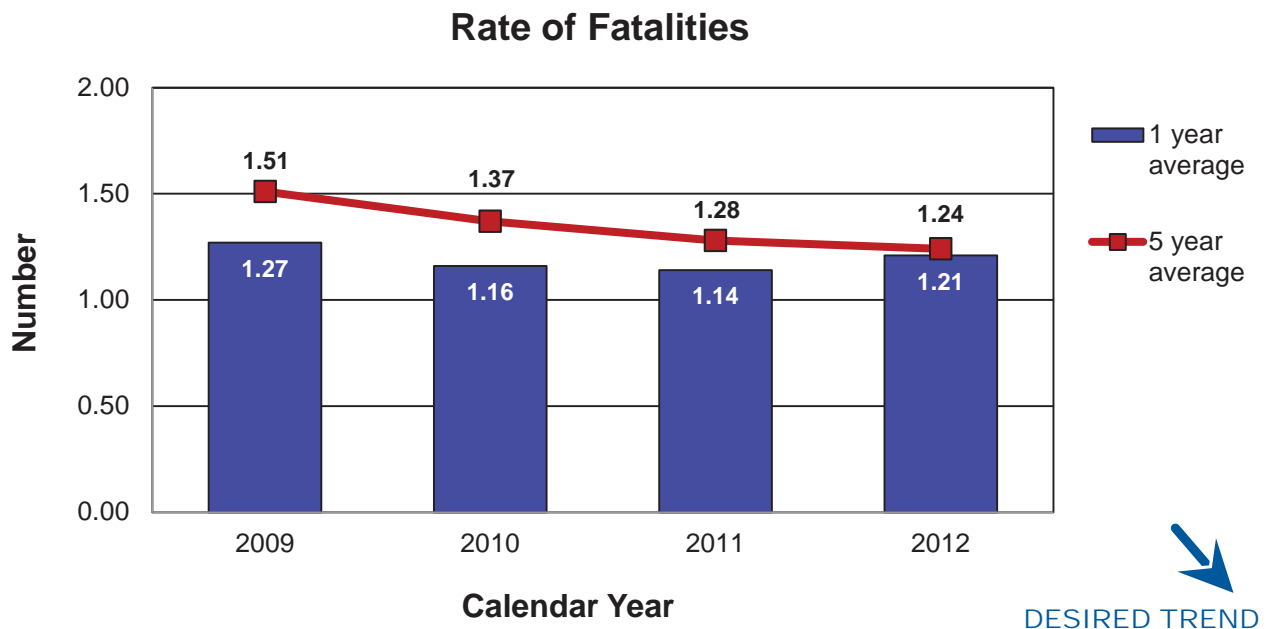
As funding levels decline, additional fatality reductions may be hampered as these funding restrictions delay or deter safety countermeasure implementation.



KEEP CUSTOMERS AND OURSELVES SAFE

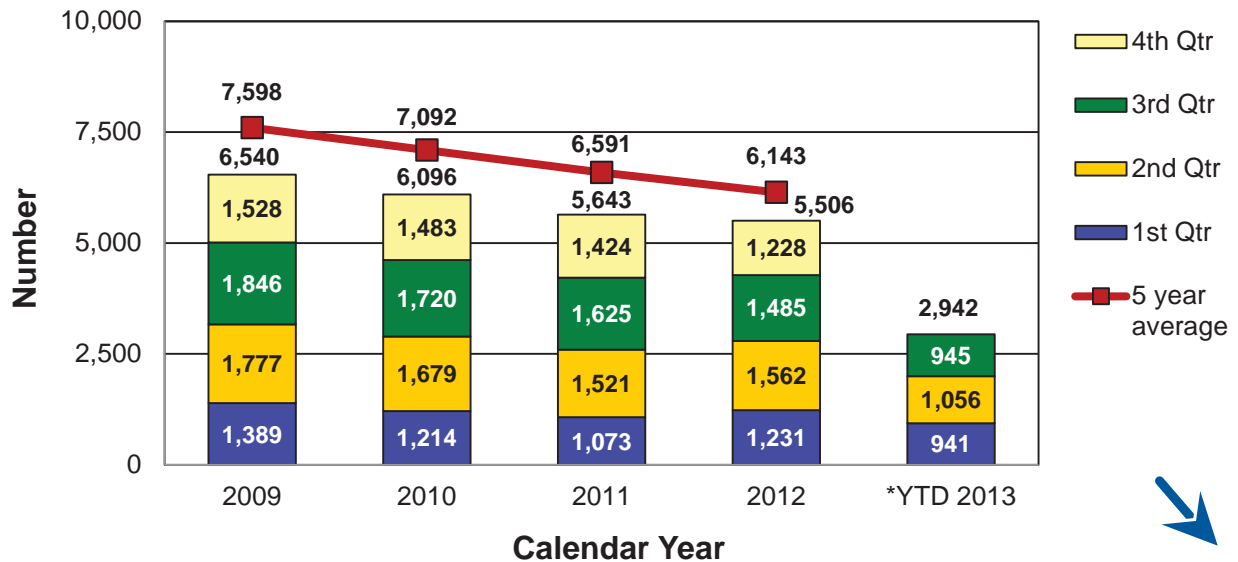


*YTD 2013 – First, second and third quarter fatalities were derived from TMS with fourth quarter fatalities gathered using MSHP radio reports.



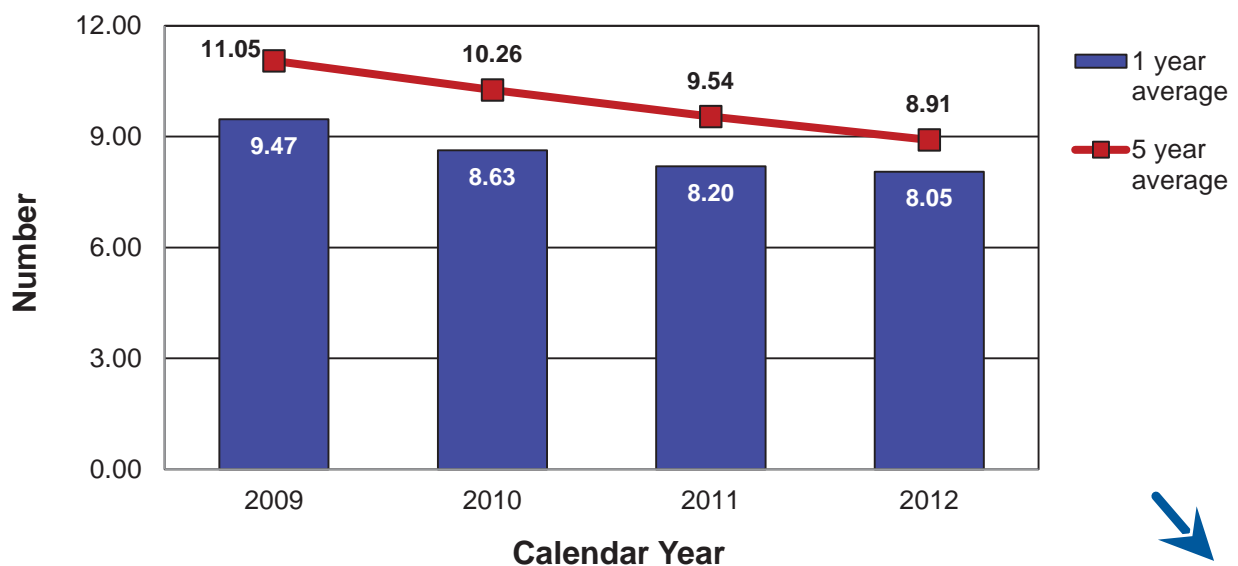
KEEP CUSTOMERS AND OURSELVES SAFE

Number of Serious Injuries



***2013 - Due to a backlog of crash reports into STARS, the serious injury measure will only illustrate data derived from TMS. Fourth quarter 2013 data is unavailable through the MSHP radio reports.**

Rate of Serious Injuries



RESULT DRIVER:
Eileen Rackers,
State Traffic and Highway
Safety Engineer

**MEASUREMENT
DRIVER:**
Leanna Depue,
Highway Safety Director

**PURPOSE OF
THE MEASURE:**
The vulnerable roadway
user measures tracks an-
nual trends in fatalities and
serious injuries of motor-
cyclist, pedestrians and
bicyclists. These roadway
users are most at risk for
death or serious injury when
involved in a motor-vehicle-
related crash.

**MEASUREMENT
AND DATA
COLLECTION:**
Data is collected by law
enforcement and entered
into the State Traffic Ac-
cident Record System
managed by the Missouri
State Highway Patrol. The
record system automatically
updates MoDOT's Traffic
Management System.

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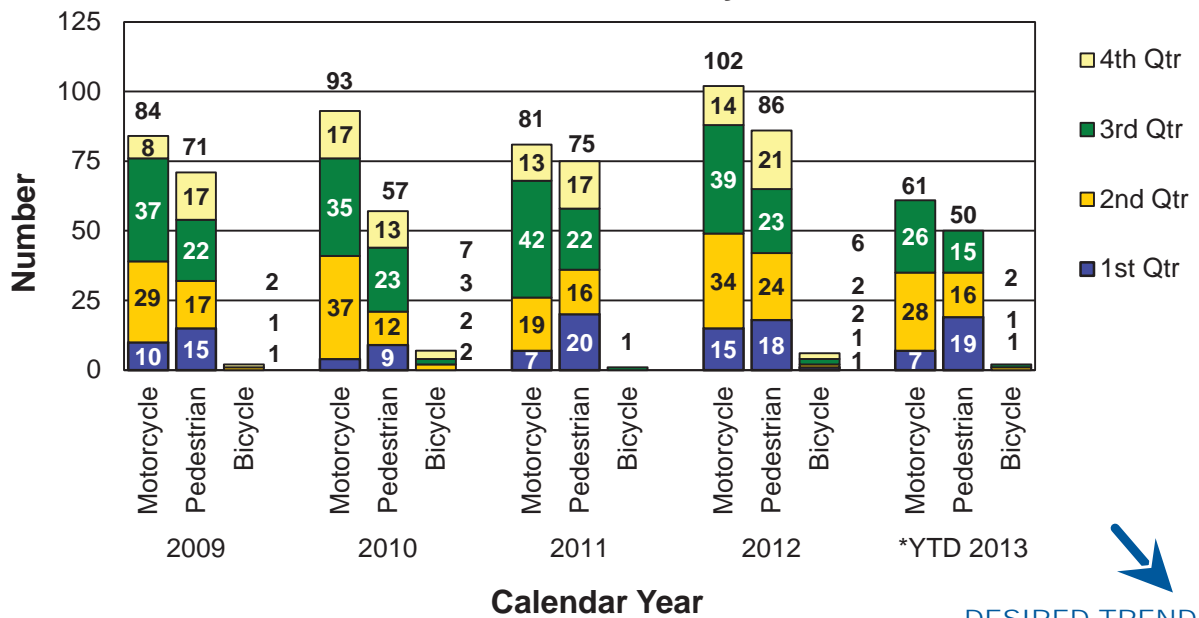
Number of vulnerable roadway user fatalities and serious injuries-1b

In 2012, vulnerable roadway users were 23 percent of the total number of fatalities. Pedestrian fatalities increased steadily since 2010 resulting in a 34 percent increase. Motorcycle fatalities represent 12 percent of the over-all number, and the 102 fatalities in 2012 was the largest number of deaths since 2008 when 107 were recorded. Preliminary 2013 data for the first three quarters show a more positive trend with a 31 percent decrease in motorcycle and 23 percent decrease in pedestrian fatalities when compared to the same time period in 2012. Early indications also reflect a decline in serious injuries for both motorcyclists and pedestrians. However, as future funding levels diminish, significant improvements to increase safety will not be possible.



KEEP CUSTOMERS AND OURSELVES SAFE

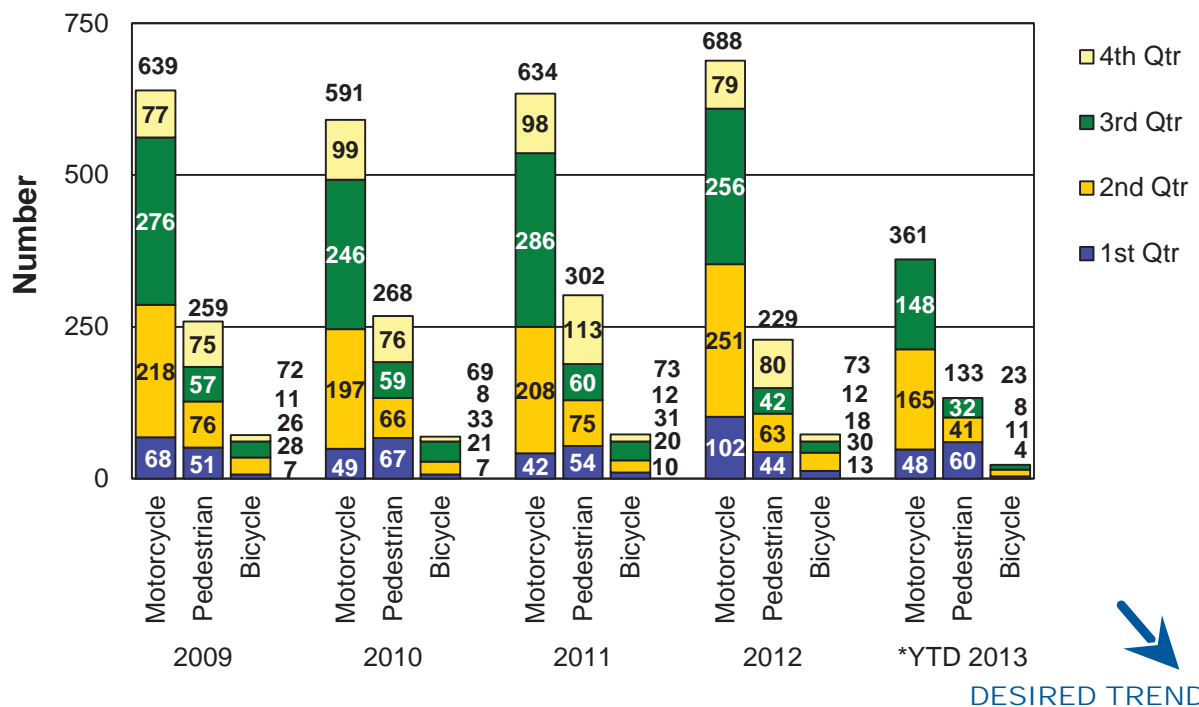
Number of Vulnerable Roadway User Fatalities



DESIRED TREND

*YTD 2013 – Due to a backlog of crash reports into STARS, the fatality measures will only illustrate the first, second and third quarter data derived from TMS.

Number of Vulnerable Roadway User Serious Injuries



DESIRED TREND

*YTD 2013 – Due to a backlog of crash reports into STARS, the serious injury measures will only illustrate the first, second and third quarter data derived from TMS.

RESULT DRIVER:
Eileen Rackers,
State Traffic and Highway
Safety Engineer

**MEASUREMENT
DRIVER:**
Mike Curtit,
Traffic Liaison Engineer

**PURPOSE OF
THE MEASURE:**
This measure tracks annual trends in motor vehicle related fatal and serious injuries resulting from some of the most common contributing factors or highway features. This data represents six of the top focus areas presented in Missouri's Blueprint to Save More Lives.

**MEASUREMENT
AND DATA
COLLECTION:**
Missouri law enforcement agencies submit a vehicle crash report form to the Missouri State Highway Patrol and enter these reports into a statewide traffic crash database. MoDOT staff query and analyze this data to determine the number of unrestrained occupants in crashes, how often aggressive driving, alcohol and other drugs contribute to crashes, and whether or not the vehicles ran off the road, or the crash occurred at an intersection or within a curve.

KEEP CUSTOMERS AND OURSELVES SAFE

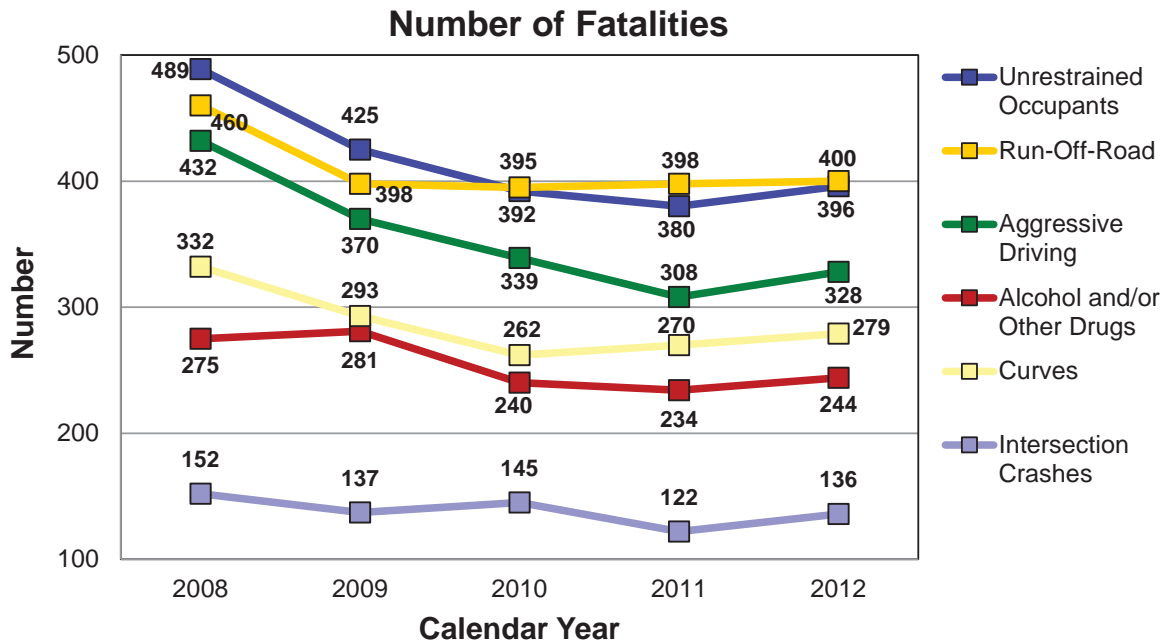
Number of fatalities and serious injuries resulting from the most frequent crash causes-1c

Recording and monitoring crash data is an important part of improving safety for Missouri drivers. But without looking at the causes of these incidents, the data is nothing but numbers. Looking for the reasons why an incident occurs is MoDOT's best approach to address the problem. With that approach, the department finds the most frequent causes continue to be a mix of engineering and behavioral issues.

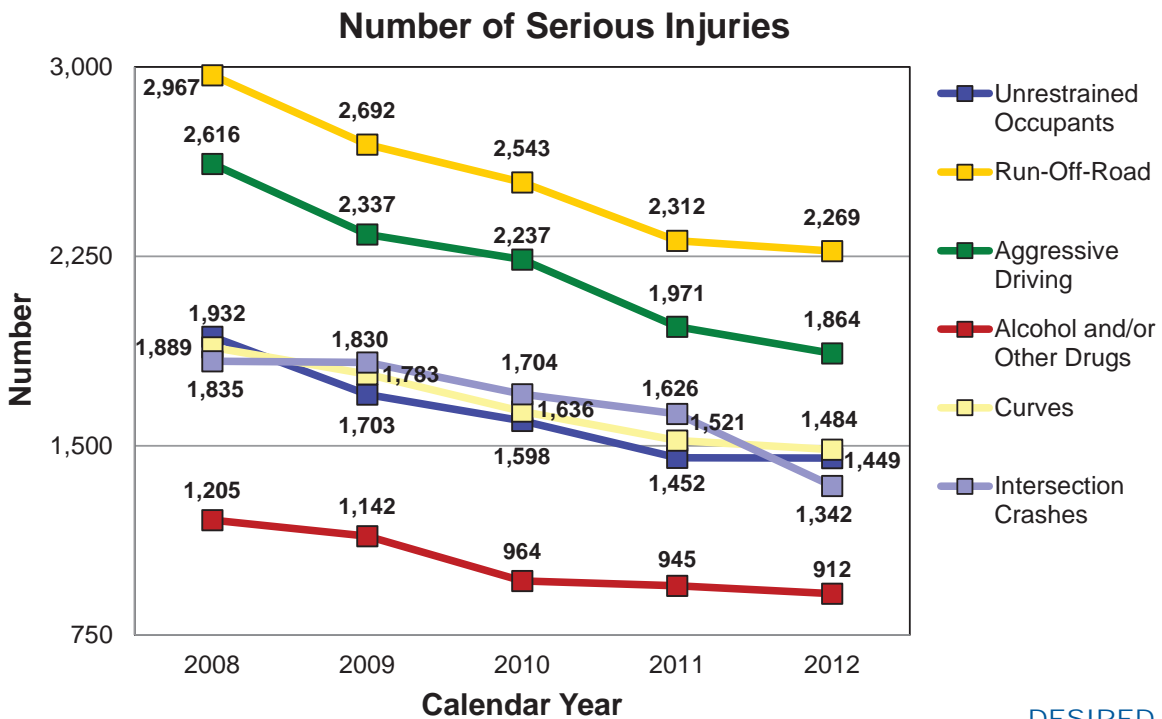
The general trend for both fatalities and serious injuries has declined for the last five years. Since 2010, the fatalities trend has been virtually flat for all measures. The safety improvements that were included in the Smooth Roads Initiative and Better Roads, Brighter Future programs began the downward trends in fatalities and serious injuries. With both of these programs complete and without additional resources to invest in additional system-wide safety measures, the downward trends for each of these causes will be difficult to maintain. Significant improvements to increase safety will not be possible with diminishing funding levels predicted in the next few years. The primary current initiatives include adding shoulders and rumble strips to minor roads and striping all major roads prior to Memorial Day. While driver behavior is difficult to correct, MoDOT continues to focus on using funds to target locations and behaviors based on crash data analysis.



KEEP CUSTOMERS AND OURSELVES SAFE



DESIRED TREND



DESIRED TREND

RESULT DRIVER:
Eileen Rackers,
State Traffic and Highway
Safety Engineer

**MEASUREMENT
DRIVER:**
Julie Stotlemeyer,
Traffic Liaison Engineer

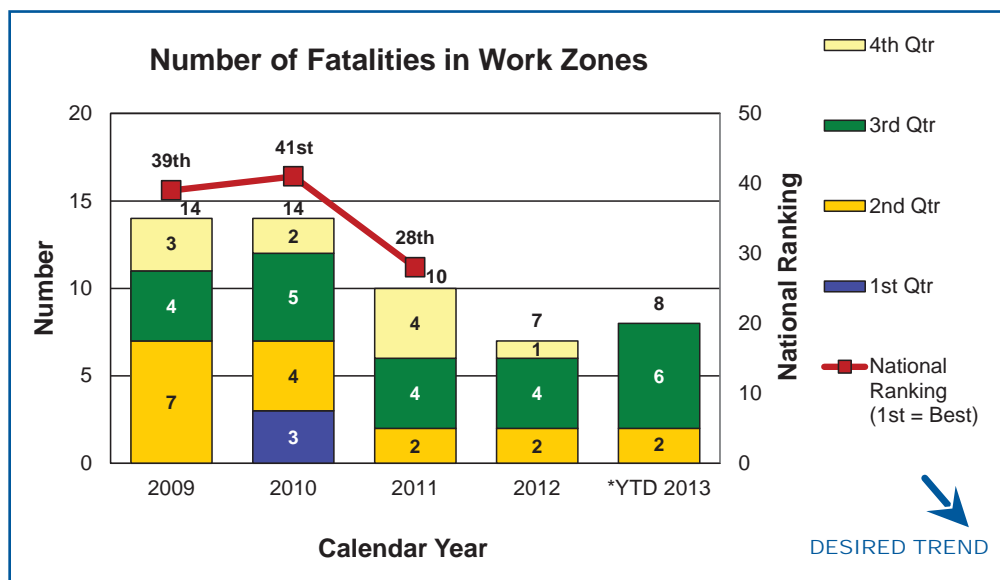
**PURPOSE OF
THE MEASURE:**
An important factor in
evaluating the safety of
Missouri's transportation
system includes the safety
of work zones on the state's
roadway system. This
measure tracks the num-
ber of traffic-related and
non-traffic related fatalities,
injuries and overall crashes
occurring in work zones on
state-owned roadways.

**MEASUREMENT
AND DATA
COLLECTION:**
Missouri law enforcement
agencies submit a vehicle
accident report form to the
Missouri State Highway Pa-
trol and enter these reports
into a statewide traffic crash
database. MoDOT staff
query and analyze this data
to identify work zone related
crash statistics.

KEEP CUSTOMERS AND OURSELVES SAFE

Number of fatalities and serious injuries in work zones-1d

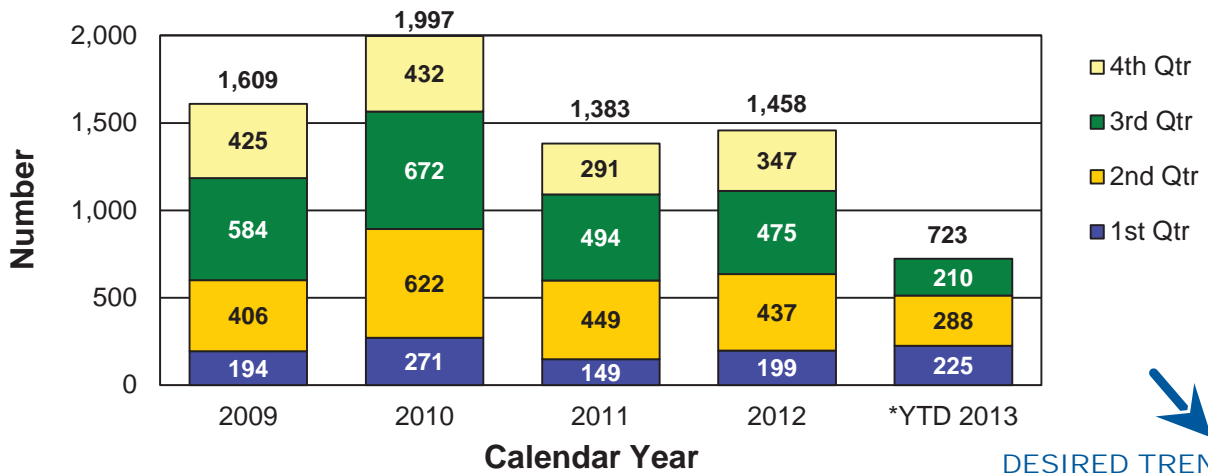
Work zone safety is at the center of MoDOT's safety culture. For calendar year 2013, work zone crashes are down 35 percent and injuries by about 50 percent. However, fatalities have increased from the previous year. Eight people have died in Missouri work zones. Fifty percent of those deaths were not wearing safety belts.



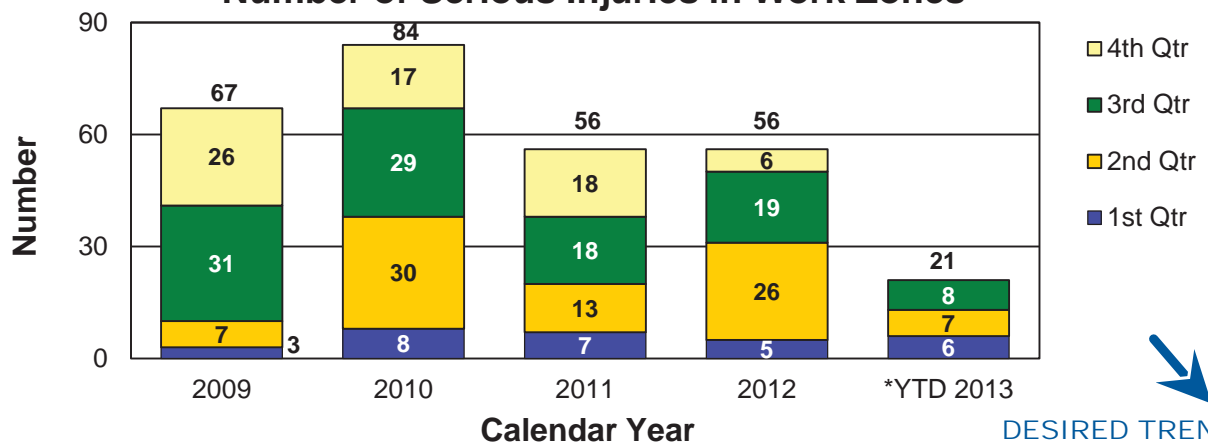
***2013 – Due to a backlog of crash reports into STARS, the fatality, serious, minor injury and work zone crash measures for the first, second and third quarters of 2013 will only illustrate data derived from TMS. Fourth quarter 2013 data is unavailable through the MSHP radio reports.**

KEEP CUSTOMERS AND OURSELVES SAFE

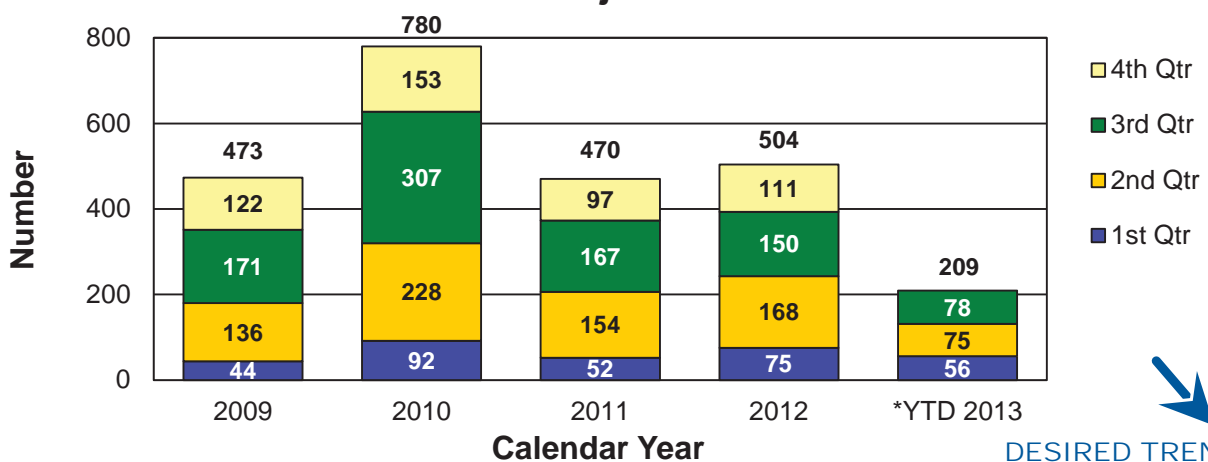
Number of Crashes in Work Zones



Number of Serious Injuries in Work Zones



Number of Minor Injuries in Work Zones



*2013 – Due to a backlog of crash reports into STARS, the fatality, serious, minor injury and work zone crash measures for the first, second and third quarters of 2013 will only illustrate data derived from TMS. Fourth quarter 2013 data is unavailable through the MSHP radio reports.

RESULT DRIVER:
Eileen Rackers,
State Traffic and Highway
Safety Engineer

**MEASUREMENT
DRIVER:**
Bill Whitfield,
Highway Safety Program
Administrator

**PURPOSE OF
THE MEASURE:**
This measure tracks annual
trends in safety belt use in
passenger vehicles. This
data drives the develop-
ment and focus of the Mis-
souri Highway Safety Plan,
which is required annually
by the National Highway
Traffic Safety Administra-
tion. In addition, this data
supports Missouri's Blue-
print to Save More Lives
that identifies the statewide
initiatives with a goal of
reducing fatalities to 700 or
fewer by 2016.

**MEASUREMENT
AND DATA
COLLECTION:**
Each June, a statewide
survey is conducted at 460
pre-selected locations in
20 counties. The data col-
lected is calculated into a
safety belt usage rate using
a formula approved by the
National Highway Traffic
Safety Administration. The
safety belt usage survey
collects data from locations
representing 85 percent
of the state's population.
The data collection plan
is the same each year for
consistency and compli-
ance with National Highway
Traffic Safety Administration
guidelines.

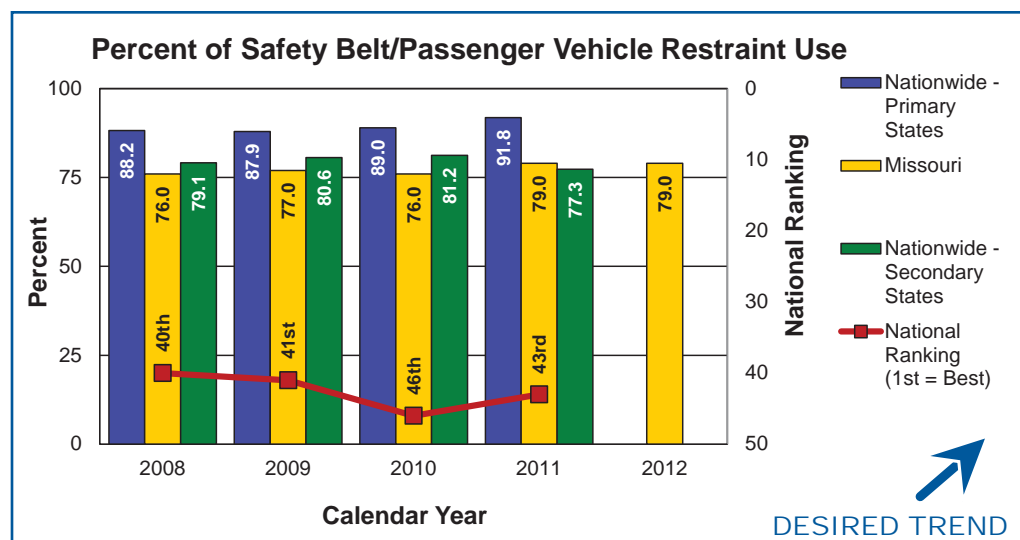
KEEP CUSTOMERS AND OURSELVES SAFE

Percent of safety belt/passenger vehicle restraint use-1e

Safety belts save lives. But getting people to use them – even to protect their own lives – is a challenge. Public education is one way to keep the issue in front of motorists. Legislation is another. MoDOT supports both approaches, attacking the problem with focused marketing campaigns and reinforcing it with hard facts to back legislative efforts. Several municipalities across the state are taking matters into their own hands by supporting grass-roots efforts that enact primary ordinances within city limits.

Safety belt use in Missouri remained at 79 percent in 2012. The national average for safety belt use in 2012 was 86 percent. Missouri's national ranking rose to 43.

Despite Missouri's consistent safety belt use, the number of states that have a primary seat belt law continues to increase, resulting in a higher rate of use for those states with a primary law. States that have a secondary law continue to fall down the list in the national rankings, overtaken by those with a primary law. As future funding levels diminish, the safety belt education campaigns will be limited, which will affect the ability to increase safety belt usage.



RESULT DRIVER:
Eileen Rackers,
State Traffic and Highway
Safety Engineer

**MEASUREMENT
DRIVER:**
Mark Biesemeyer,
Motor Carrier Services
Program Manager

**PURPOSE OF
THE MEASURE:**
This measure tracks the
number of Commercial Mo-
tor Vehicles involved in fatal
and serious injury crashes
each year. MoDOT uses
the information to target
educational, enforcement
and improvement of safety
feature efforts.

**MEASUREMENT
AND DATA
COLLECTION:**
Missouri law enforcement
agencies submit a vehicle
accident report form to the
Missouri State Highway Pa-
trol and enter these reports
into a statewide traffic crash
database. The measure re-
ports the number of CMVs
involved in crashes in which
one or more people are se-
riously injured and those in
which one or more people
die as a result of the crash.
Preliminary results for the
current year are reported
quarterly.

KEEP CUSTOMERS AND OURSELVES SAFE

Number of commercial motor vehicle crashes resulting in fatalities and serious injuries-1f

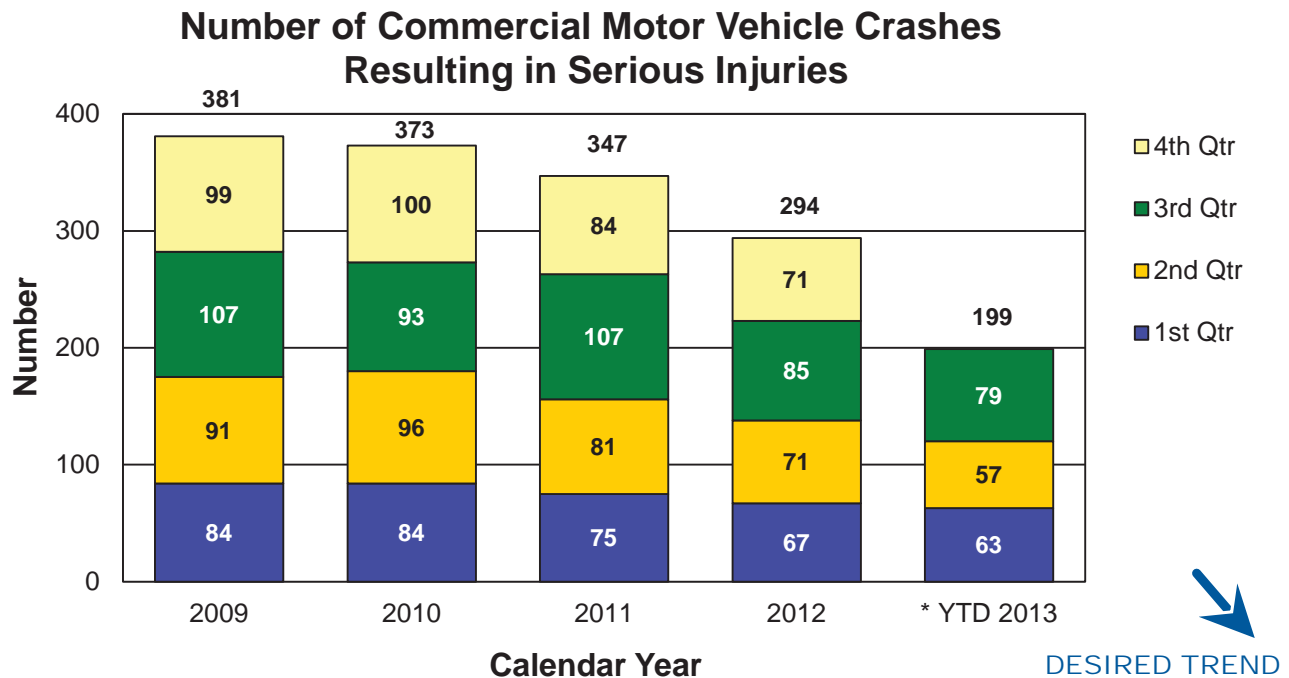
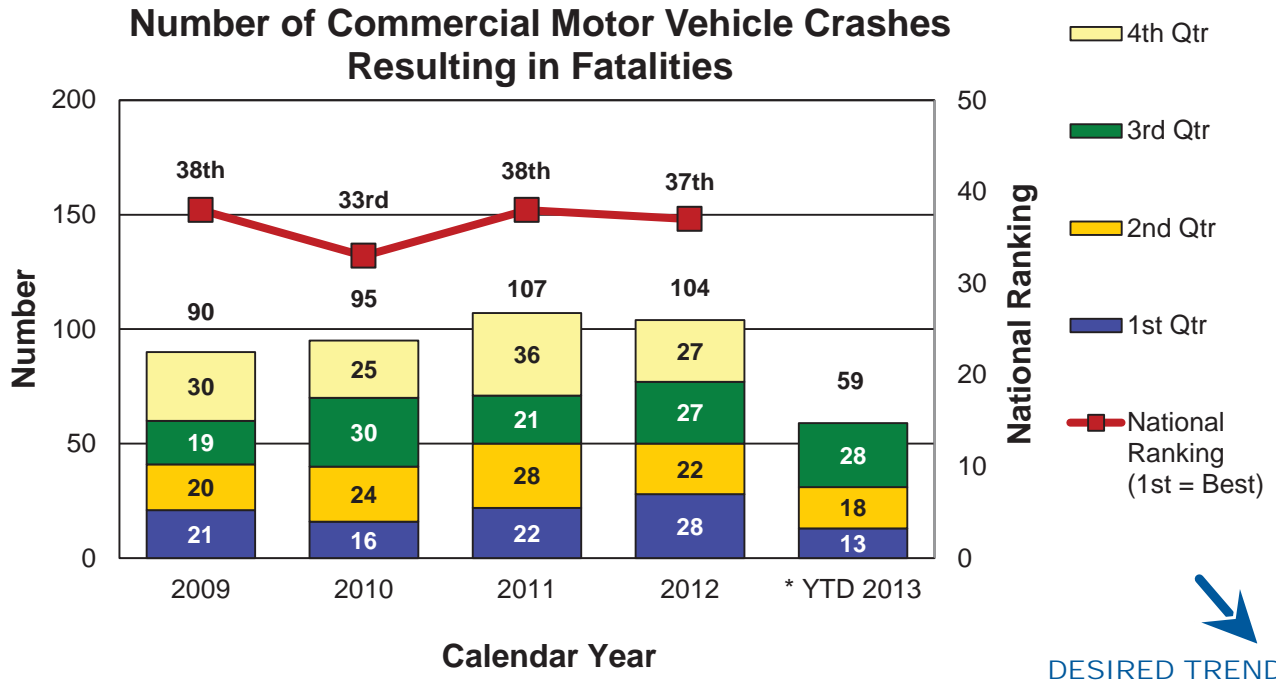
Commercial Motor Vehicles are the lifeblood of our economy. They transport the goods and materials that keep the nation moving. Partnering with the Missouri State Highway Patrol, MoDOT does everything in its power with reduced resources to keep CMV drivers safe and their vehicles on the road. By tracking the number of CMV crashes resulting in fatalities and serious injuries, the department can not only target educational and enforcement efforts, but also improve safety features such as highway signs, reflective pavement markings, guard cables, rumble strips and incident management alert signs.

These efforts are making a difference. The number of fatal crashes reported through the third quarter of 2013 is 59. Even with reduced resources, this is 18 fewer than reported for this same period in 2012, a 23.4 percent decrease. Between 2009 and 2012, fatal crashes involving a CMV increased by 15.6 percent.

The number of serious injury crashes reported through the third quarter of 2013 is 199. This number is 24 fewer than reported for this same period in 2012, a decrease of 10.8 percent. Between 2009 and 2012, CMV serious injury crashes decreased by 22.8 percent. However, as we move forward with diminished funding, our ability to make significant improvements to increase safety may not be possible.



KEEP CUSTOMERS AND OURSELVES SAFE



*YTD 2013 - Due to a backlog of crash reports into STARS, the fatality and serious injury measures for the third quarter of 2013 will only illustrate data derived from TMS.

RESULT DRIVER:
Eileen Rackers,
State Traffic and Highway
Safety Engineer

**MEASUREMENT
DRIVER:**
Roberta Jacobson,
Claims Administration
Manager

**PURPOSE OF
THE MEASURE:**
This measure tracks the
actual number of days em-
ployees cannot work due to
work-related injuries.

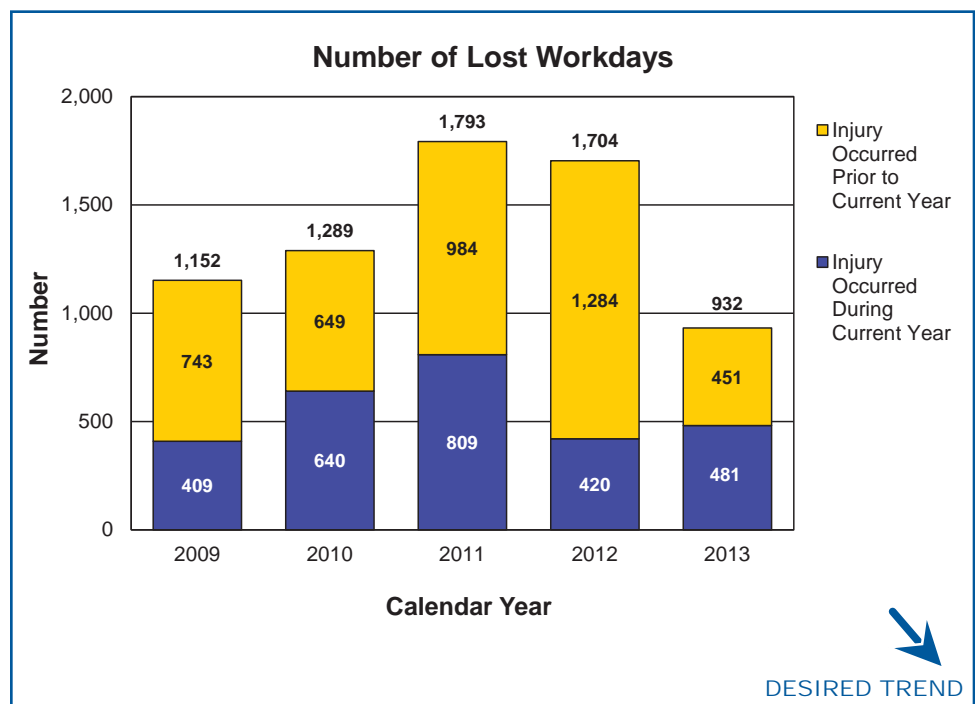
**MEASUREMENT
AND DATA
COLLECTION:**
The data is collected
from Riskmaster, the
department's risk manage-
ment claims administration
software.

KEEP CUSTOMERS AND OURSELVES SAFE

Number of lost workdays-1g

The impact of work-related injuries cannot be underestimated. Employees injured at work not only affect the department but can disrupt the personal lives of MoDOT employees and their families. Measuring lost workdays shows more than a number on a chart. These are people whose lives can be changed by a split second of inattention or poor preparation. Watching this number fall over the years shows us that something is going right. Through 2013, the total number of lost workdays has dropped nearly 45 percent from 2012. Two motor vehicle incidents caused by a third party accounted for 31 percent of the lost workdays. These occurred in the Southeast district. The Kansas City, St. Louis and Southeast districts each incurred an injury in which the employee was struck by MoDOT equipment or materials. These accounted for 17 percent of the lost workdays. There were three incidents involving the movement of MoDOT equipment or materials in the Central and Southeast districts. They accounted for 16 percent of the lost workdays. Another nine percent of the lost workdays were attributable to two incidents involving an employee exiting MoDOT equipment. These occurred in the Northeast and Southeast districts.

Employees are paying attention. They are wearing proper safety gear and taking proper precautions before engaging in a safety-sensitive task. The drop in this number is more than a statistic. It means more people are going home safe.



RESULT DRIVER:
Eileen Rackers,
State Traffic and Highway
Safety Engineer

**MEASUREMENT
DRIVER:**
Jeff Padgett,
Risk and Benefits
Management Director

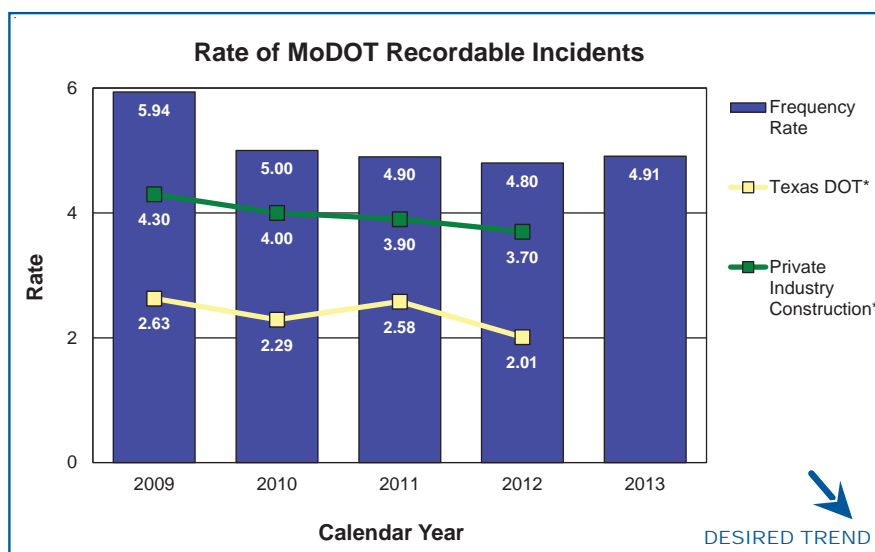
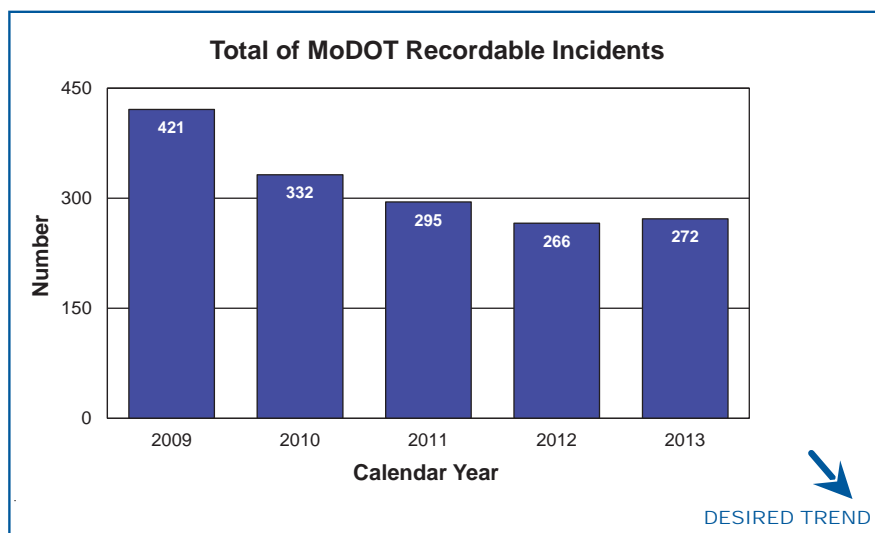
**PURPOSE OF
THE MEASURE:**
This measure tracks the
number of recordable inju-
ries, in total and as a rate of
injuries per 100 workers.

**MEASUREMENT
AND DATA
COLLECTION:**
The calculation for inci-
dence rate is the number of
recordable times 200,000
divided by the number of
hours worked. The 200,000
used in the calculation is
the base for 100 full-time
workers (working 40 hours
per week, 50 weeks per
year). MoDOT defines a re-
cordable incident as a work-
related injury or illness that
results in death, days away
from work or medical treat-
ment resulting in cost to the
department. The injury data
is collected from Riskmas-
ter, the department's risk
management claims ad-
ministration software. The
number of hours worked is
taken from MoDOT's payroll
data.

KEEP CUSTOMERS AND OURSELVES SAFE

Total and rate of MoDOT recordable incidents-1h

No priority stands higher than safety. Getting home safe is a responsibility every individual employee shares. MoDOT's dedication to employee safety is evident in the continued decline of recordable incidents. To reinforce this value, the "Safety Begins with Me" program was launched in 2013 to remind all employees that safety is a personal responsibility. The number and rate of recordable incidents showed a slight increase over last year's totals. Leading causes of incidents during this calendar year-to-date are: strains (lifting or twisting) at 21 percent; slips, trips and falls at 19 percent; and struck or injured at 10 percent.



*Texas DOT and Private Industry Construction category data, from the OSHA website, is not yet available for 2013.

RESULT DRIVER:
Eileen Rackers,
State Traffic and Highway
Safety Engineer

**MEASUREMENT
DRIVER:**
Ashley Halford,
Claims Administration
Manager

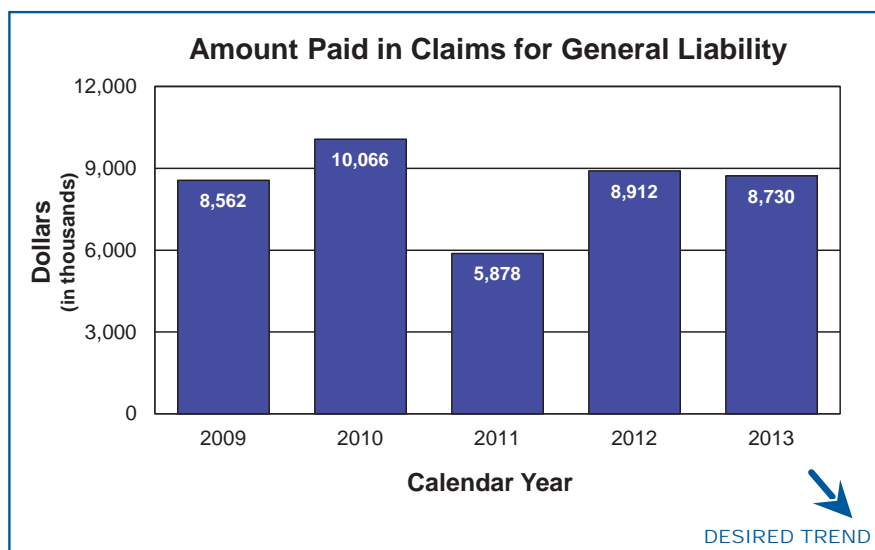
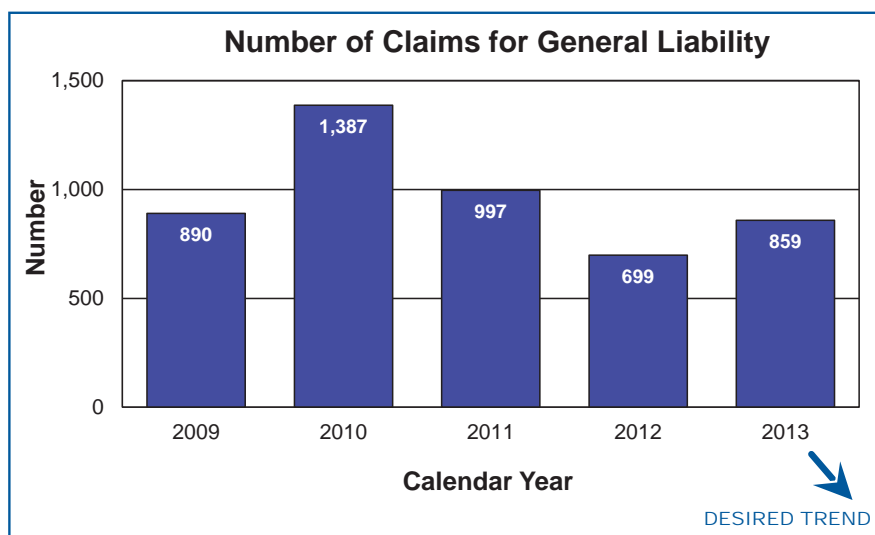
**PURPOSE OF
THE MEASURE:**
This measure tracks the
number of general liability
claims filed and amount
paid.

**MEASUREMENT
AND DATA
COLLECTION:**
General liability claims
arise from allegations of
injuries/damages caused
by the dangerous condition
of MoDOT property and
the injury/damage directly
resulted from the dangerous
condition. In addition, an
employee must be negligent
and create the dangerous
condition or MoDOT must
have actual or constructive
notice of the dangerous
condition in sufficient time
prior to the injury/damage
to have taken measures to
protect the public against
the dangerous condi-
tion. Claims data is col-
lected from Riskmaster, the
department's risk manage-
ment claims administration
software.

KEEP CUSTOMERS AND OURSELVES SAFE

General liability claims and costs-1i

Keeping ourselves and the public safe is MoDOT's top priority. Controlling damage to vehicles and reducing personal injury in work zones, right of way and other areas under department control helps MoDOT accomplish this goal. Compared to 2012, there was an increase of 22 percent in the number of claims, which was attributed to payments made for damage caused by chip seal operations, paint claims from striping operations and pavement defects (pot holes). During the same time frame, there was a decrease of 2 percent in the amount paid. This quarter, payment was made on 113 claims against the department totaling \$2,293,728. Five claims account for 86 percent, or \$1,966,548 of the payments.



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KEEP ROADS AND BRIDGES IN GOOD CONDITION

Dennis Heckman, State Bridge Engineer

Tracker

MEASURES OF DEPARTMENTAL PERFORMANCE



Missourians have said they want MoDOT to keep roads and bridges in good condition. Customers are looking for smooth pavements and bridges that can safely handle growing traffic demands. With more than 33,000 miles of highway and more than 10,000 bridges on the state system, the challenges are great; however, we are focused on using our limited resources to keep Missouri's roads and bridges in good condition.

RESULT DRIVER:
Dennis Heckman,
State Bridge Engineer

MEASUREMENT
DRIVER:
Brian Reagan,
Transportation System
Analysis Engineer

PURPOSE OF
THE MEASURE:
This measure tracks the
condition of Missouri's
major highways.

MEASUREMENT
AND DATA
COLLECTION:
Missouri's major highway
system contains the state's
busiest highways, includ-
ing interstates and most
U.S. routes. It also includes
busy routes in urban areas,
particularly where vehicles
travel between business
districts and residential ar-
eas. There are about 5,500
miles total on the major
highway system, and the
condition of these road-
ways is determined using a
variety of measures. While
it can be difficult to com-
pare one state's roadways
to another state's, MoDOT
uses Georgia as a compa-
rable system, since it has
a similar amount of major
highways and bases its
evaluation on the smooth-
ness of the roadways. Mis-
souri measures the condi-
tion of its roadways using
smoothness as one factor,
but also considers physical
distresses such as cracking.

KEEP ROADS AND BRIDGES IN GOOD CONDITION

MAP-21

Percent of major highways in good condition-2a

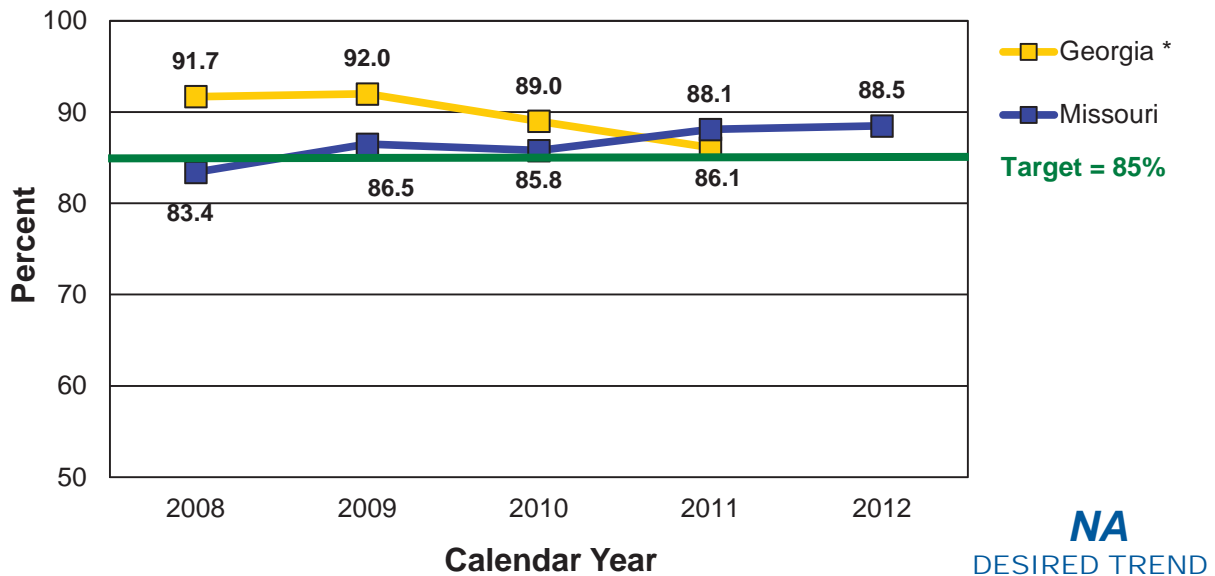
In 2004, MoDOT started a major road improvement program called the Smooth Roads Initiative. The program improved 2,200 miles of Missouri's major routes, bringing them from 47 percent to 74 percent in good condition. Another program in 2007 brought 85 percent of Missouri's major routes to good condition.

Currently more than 88 percent of major highways are rated in good condition. However, with construction program funds dropping from over \$700 million per year to just over \$300 million per year beginning in 2017, there will be a significant impact on our ability to maintain this condition level.

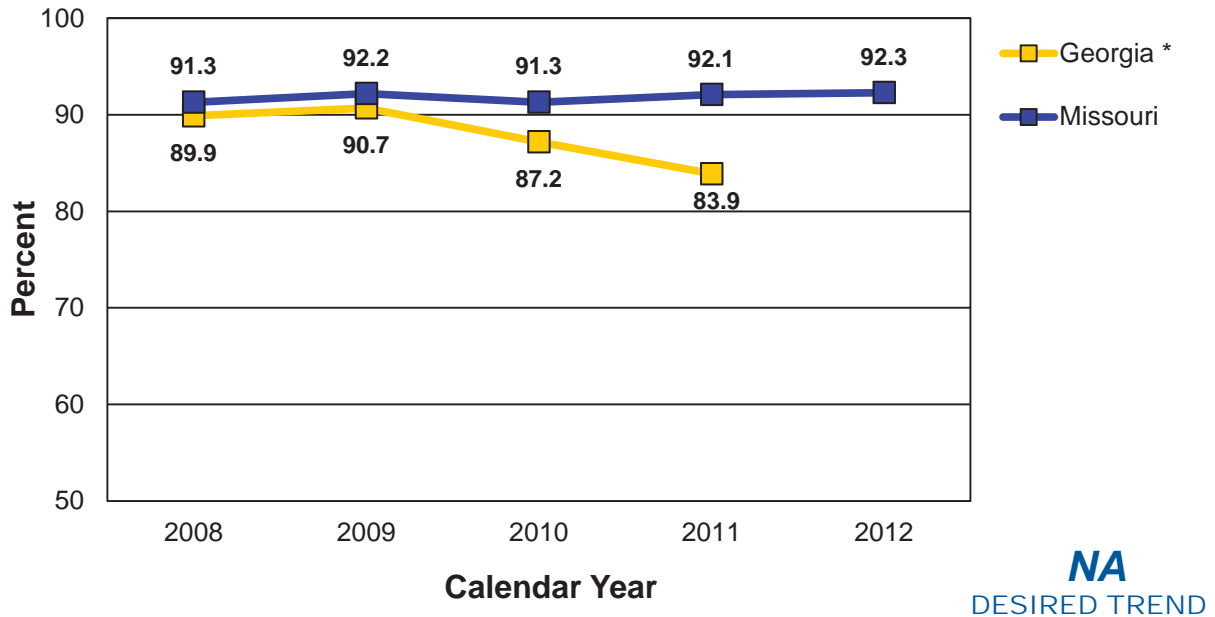


KEEP ROADS AND BRIDGES IN GOOD CONDITION

Percent of Major Highways in Good Condition



Percent of Interstate Highways in Good Condition



*Source data for Georgia comes from FHWA highway statistics. Data for 2012 is not available at the time of publication. Georgia data is based only on pavement smoothness (IRI) submitted as part of the Highway Performance Monitoring System.

RESULT DRIVER:
Dennis Heckman,
State Bridge Engineer

MEASUREMENT DRIVER:
Brian Reagan,
Transportation System
Analysis Engineer

PURPOSE OF THE MEASURE:
This measure tracks the condition of Missouri's minor highways.

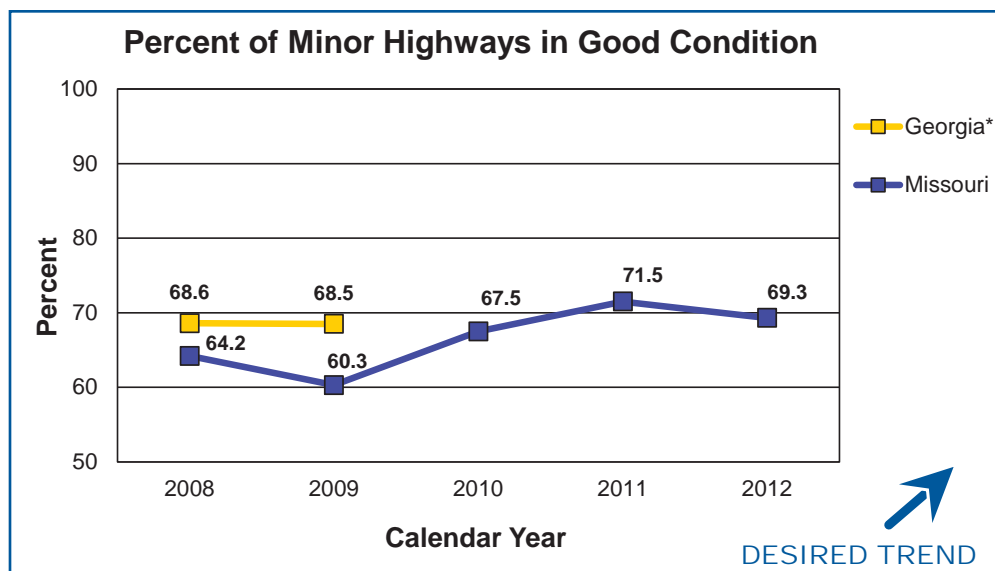
MEASUREMENT AND DATA COLLECTION:
Missouri's minor highway system consists of its less-traveled state highways, including those routes that mainly serve local transportation needs. They include most lettered routes. There are approximately 28,200 miles of minor highways in Missouri. The condition of these routes is determined using a variety of measures. While it can be difficult to compare one state's roadways to another state's, MoDOT uses Georgia as a comparable system since it has a similar number of minor highways and has the highest percentage of routes in good condition. Missouri measures the condition of its roadways using smoothness as one factor, but also considers physical distresses such as cracking.

KEEP ROADS AND BRIDGES IN GOOD CONDITION

Percent of minor highways in good condition-2b

In 2004, MoDOT began an initiative that focused on improving major highways. As a result, less time and funding were spent on minor roads and the percentage of minor roads in good condition fell from 71 percent in 2005 to 60 percent in 2009. After MoDOT made headway improving major highways, it targeted its focus on minor routes and brought 71 percent back to good condition.

Currently, 69 percent of Missouri's minor roads are in good condition, which is a slight decrease from 2011. With construction program funds dropping from over \$700 million per year to slightly above \$300 million per year beginning in 2017, the expectation is that the condition of the minor roads will continue to decline.



*Source data for Georgia comes from FHWA highway statistics. Data for 2010 is not available at the time of publication. Data is based on a combination of pavement smoothness as submitted as part of the Highway Performance Monitoring System.

RESULT DRIVER:

Dennis Heckman,
State Bridge Engineer

KEEP ROADS AND BRIDGES IN GOOD CONDITION

MAP-21

MEASUREMENT DRIVER:

David Koenig, Structural
Services Engineer

PURPOSE OF THE MEASURE:

This measure tracks progress toward improving the condition of Missouri's bridges.

MEASUREMENT AND DATA COLLECTION:

This measure is updated in April based on MoDOT inspections conducted the prior year. Data is presented for all state bridges and major bridges. Major bridges are typically those that cross large rivers and lakes and are longer than 1,000 feet. Of the 10,364 bridges on state highways, 211 are major.

Bridges are categorized as being in good, fair or poor condition. Good means no significant condition-related problems exist. Fair indicates moderate problems that may require minor rehabilitation or maintenance to return the structure to good condition.

Condition of State Bridges-2c

The public has indicated the condition of Missouri's existing roadway system should be one of the state's highest priorities. Currently, 2,081 (54 major) structures are in poor condition, 4,517 (99 major) structures are in fair condition and 3,766 (58 major) structures are in good condition.

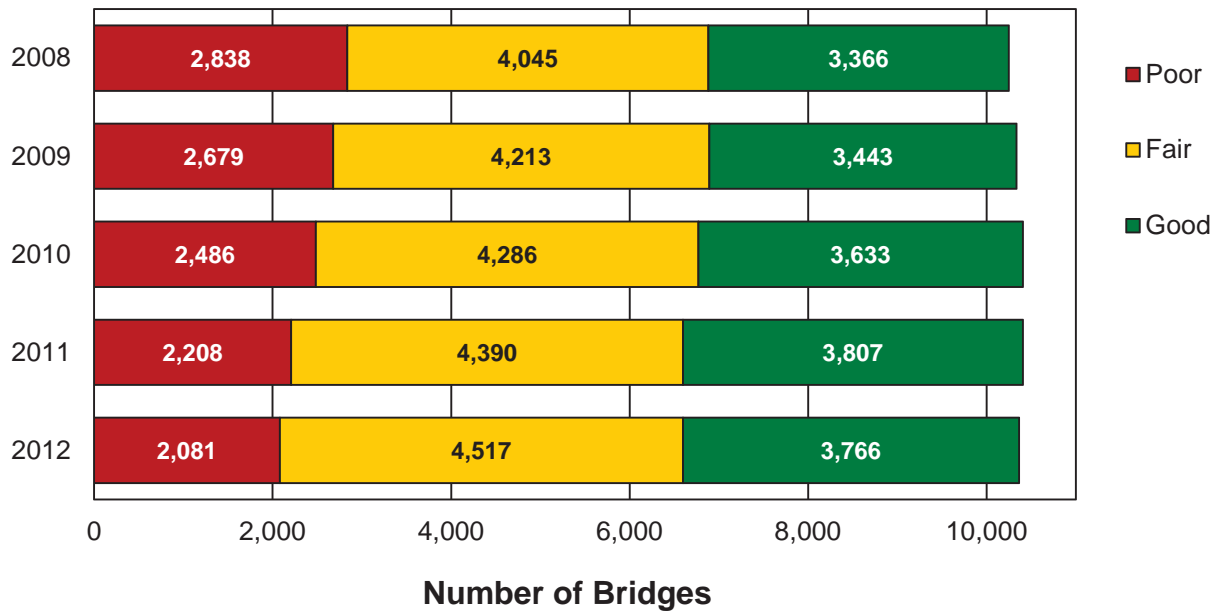
Statewide, the number of structures in poor condition has dramatically decreased over the last five years and the number of structures in good condition has moderately improved. These improvements were heavily impacted by the Safe & Sound Bridge Improvement Program that was completed in 2012, but were also impacted by the increased construction program that resulted from the passage of Amendment 3. It should be noted that while our poor-condition bridges dropped by about 800 over this five-year period, the number in good condition only increased by 400. The number in fair condition increased by about 500 over this period, which is reflective of our aging bridge population with many structures at the point where they need minor maintenance or rehabilitation. With the decrease in funds available for our construction program in the future, continued improvements in the number of structures in poor condition is unlikely.

For major bridges, the number of structures in the poor category has been dropping over the last five years because of an aggressive focus on these structures in the STIP, which required a significant investment of money. It should be noted that even with this significant investment of money, the number of structures in good condition still dropped while the number in fair condition significantly increased. Work on major bridges is very expensive with simple rehabilitations costing \$10 to \$20 million and replacements ranging from \$20 million to \$200 million. With a greatly reduced construction program and potential problems with matching federal funds in 2020, significant future improvements in the condition of major bridges are unlikely.

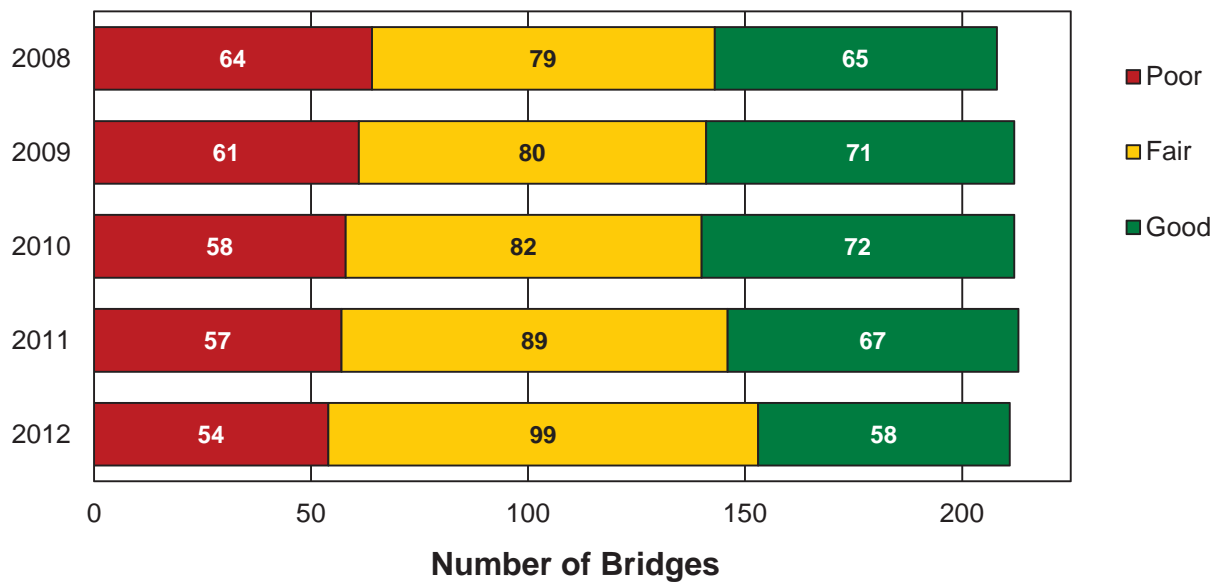


KEEP ROADS AND BRIDGES IN GOOD CONDITION

**Statewide Condition of All Bridges
(10,364 Total Bridges)**



**Statewide Condition of Major Bridges
(211 Total Bridges)**



RESULT DRIVER:
Dennis Heckman,
State Bridge Engineer

MEASUREMENT DRIVER:
David Koenig, Structural
Services Engineer

PURPOSE OF THE MEASURE:
This measure tracks the percent of structurally deficient deck area for bridges that are part of the National Highway System (NHS). Moving Ahead for Progress in the 21st Century, the federal surface transportation act requires states to track the Structurally Deficient (SD) deck area with a national performance goal of this being less than 10 percent.

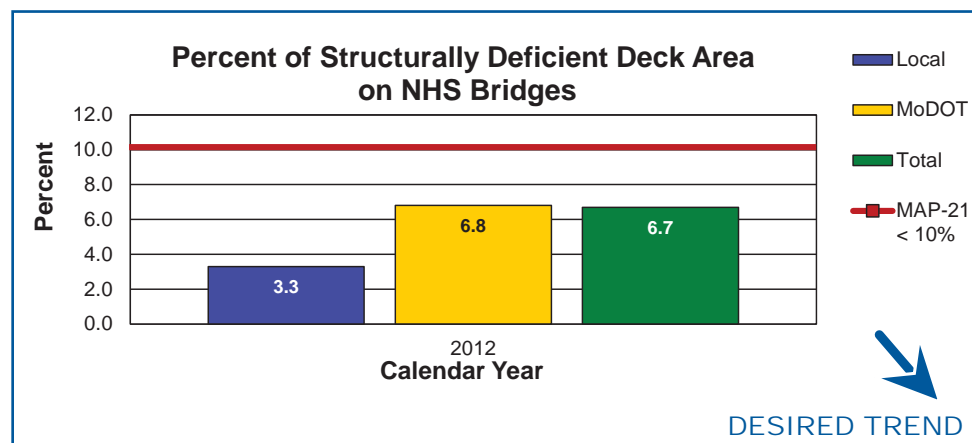
MEASUREMENT AND DATA COLLECTION:
The NHS is defined by federal law and consists of all roadways functionally classified as principal arterials as well as some routes that serve as major connections to multimodal freight type facilities and some locally owned roadways. Historically, SD consists of bridges that are in bad condition or have insufficient load capacity when compared to modern design standards. With MAP-21, there are some proposed adjustments in how SD is determined and this measure has been created based on these proposed adjustments.

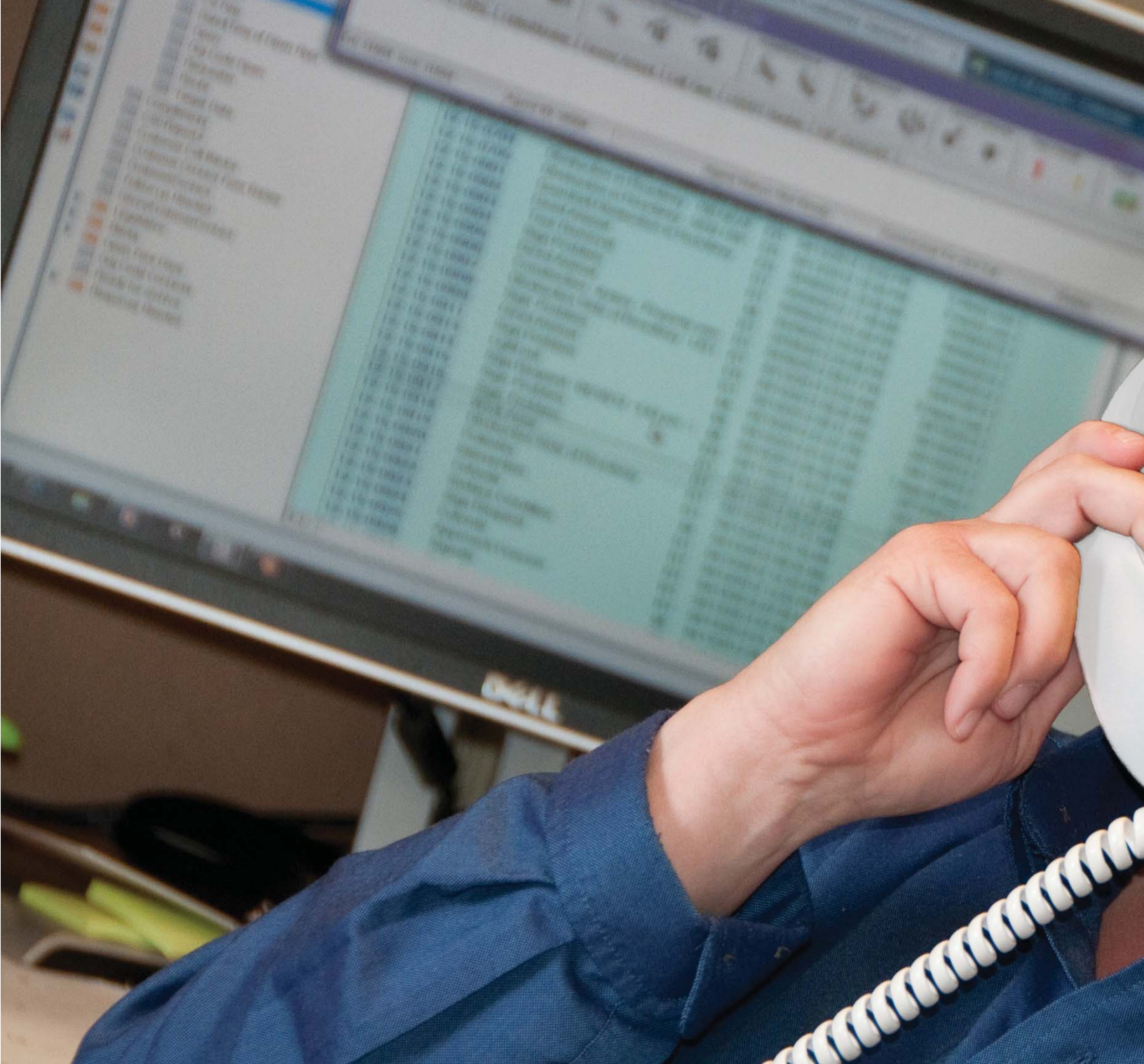
KEEP ROADS AND BRIDGES IN GOOD CONDITION

MAP-21

Percent of structurally deficient deck area on National Highway System-2d

The public has indicated keeping Missouri's existing roads and bridges in good condition should be one of the state's highest priorities. MAP-21 set a national performance goal to have the SD deck area of NHS bridges be less than 10 percent. The local system has 144 NHS structures (five SD) and the MoDOT system has 3,591 NHS structures (153 SD). MoDOT currently meets the national performance goal with the total at 6.7 percent, which is attributable to aggressive efforts undertaken with construction on major bridges over the last 10 years as well as other accelerated construction from MoDOT's bonding program. That ability to continue to meet this goal will become more difficult with a reduced construction program. Additionally, the potential inability for MoDOT to fully match available federal funds in 2020 could have a severe impact on this measure. This measure is also heavily influenced by major bridges because one structure has the ability to impact this measure +/-0.5 percent. Since many major bridges are part of the NHS, any reduction in funding available for the construction program will limit MoDOT's ability to keep up with the replacement/rehabilitation needs on major bridges.





PROVIDE OUTSTANDING CUSTOMER SERVICE

Dan Niec, District Engineer

Tracker

MEASURES OF DEPARTMENTAL PERFORMANCE



Every MoDOT employee is responsible for delivering outstanding customer service. We strive to be respectful, responsive and clear in all our communication. We want to build strong relationships with our transportation partners, our customers and each other.

RESULT DRIVER:
Dan Niec,
District Engineer

MEASUREMENT
DRIVER:
Tammy Wallace,
Senior Customer
Relations Specialist

PURPOSE OF
THE MEASURE:
This measure tracks
MoDOT's progress toward
the mission of delighting its
customers.

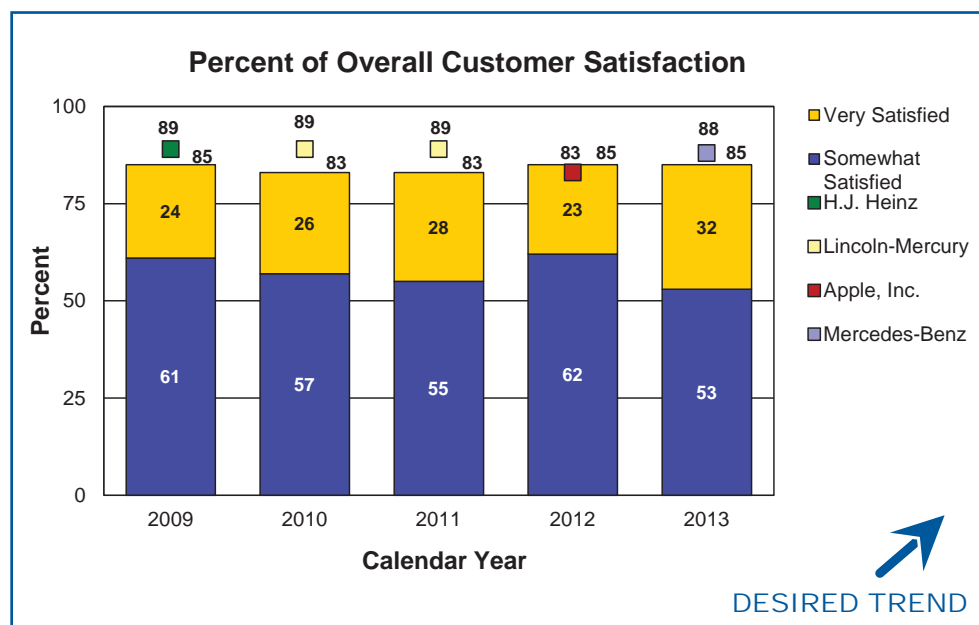
MEASUREMENT
AND DATA
COLLECTION:
Data is collected through
an annual telephone survey
of approximately 3,500
randomly selected Missou-
rians. Data compiled by the
American Customer Satis-
faction Index in 2013 shows
Mercedes-Benz having the
highest customer satisfac-
tion rate – 88 percent – out
of the hundreds of compa-
nies and government agen-
cies the ACSI scores.

PROVIDE OUTSTANDING CUSTOMER SERVICE

Percent of overall customer satisfaction-3a

Over the past few years customer satisfaction has remained high. Last year, 85 percent of Missourians surveyed said they were satisfied with the job MoDOT is doing, which tied a record high. We also saw an increase in the number of very satisfied customers.

The condition of our roads and bridges and customer satisfaction are closely tied together. In the 2013 Report Card from Missourians, customers told us the condition of roads and bridges were the most important transportation service to them. MoDOT staff has been diligent in providing outstanding customer service, and temporary funding has allowed us to keep our system maintained at a level customers expect. However, over the next few years as MoDOT's funding is anticipated to drop below what is required to even maintain the state system, customer satisfaction levels are likely to be impacted.



RESULT DRIVER:
Dan Niec,
District Engineer

MEASUREMENT DRIVER:
Holly Dentner,
Customer Relations
Manager

PURPOSE OF THE MEASURE:
This measure tracks the percent of customers who view MoDOT as a leader and expert in transportation issues. The measure shows how effectively MoDOT conveys its expertise to the traveling public.

MEASUREMENT AND DATA COLLECTION:
Data is collected through an annual telephone survey of approximately 3,500 randomly selected Missourians.

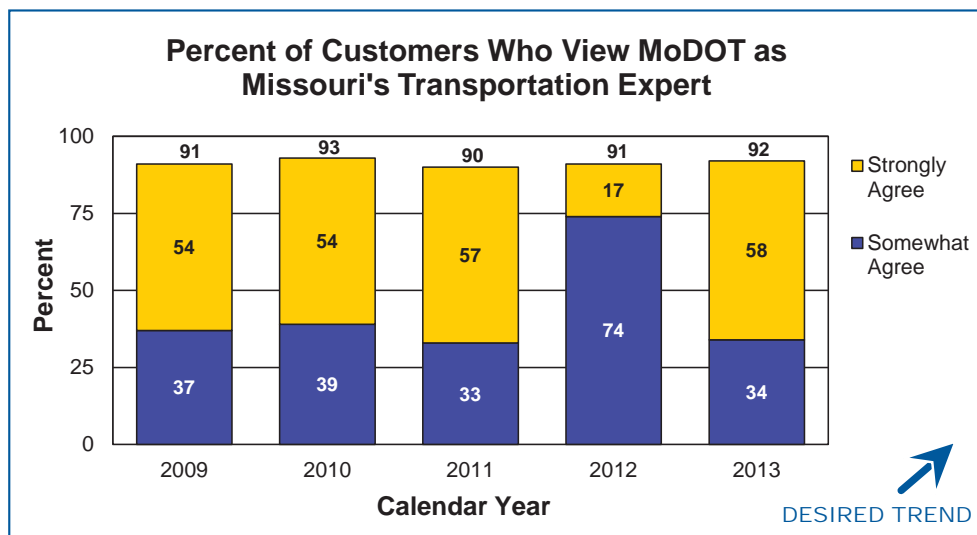
PROVIDE OUTSTANDING CUSTOMER SERVICE

Percent of customers who view MoDOT as Missouri's transportation expert-3b

As the agency responsible for transportation in Missouri, MoDOT must hold its lead as an expert in the field. The department should serve as the front-runner – representing the best transportation options for Missouri and partnering with state and national organizations and others to deliver a strong transportation system.

The 2013 survey shows an overwhelming majority of customers perceive the department as Missouri's transportation expert. Ninety-two percent of those surveyed agreed MoDOT serves this role, a percentage the department has consistently maintained since 2009. Of the 92 percent, 58 percent of respondents "strongly agreed" and 34 percent "somewhat agreed" MoDOT serves as the state's transportation expert.

The department continues to work on improving partnerships with all Missourians, including local government, legislators and other elected officials, and transportation-related groups and organizations. With the suspension of the cost share program, these relationships may face challenges.



RESULT DRIVER:
Dan Niec,
District Engineer

MEASUREMENT DRIVER:
Melissa Black,
Customer Relations
Manager

PURPOSE OF THE MEASURE:
This measure tracks the percent of customers who trust MoDOT to keep its commitments. Public trust is an important component in building support for transportation issues.

MEASUREMENT AND DATA COLLECTION:
Data is collected through an annual telephone survey of approximately 3,500 randomly selected Missourians, being most recently updated for the October 2013 Tracker. Until 2013, this measure was a yes/no question. This year, customers responded to a satisfaction scale. The sum of the positive responses – Somewhat Agree at 45 percent and Strongly Agree at 42 percent – provide the comparative data for 2013.

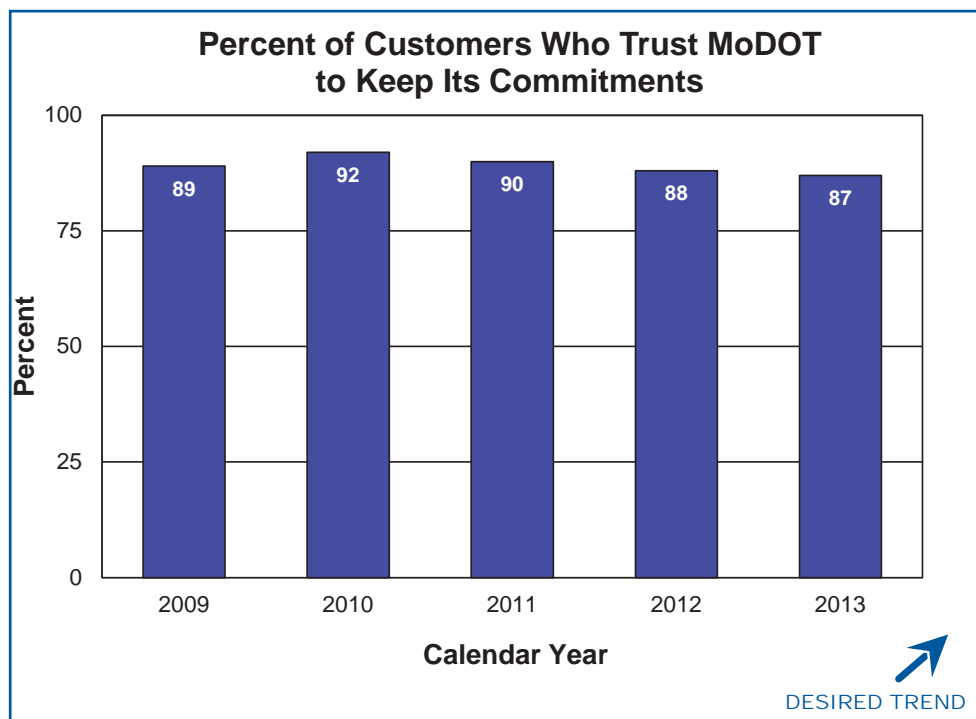
PROVIDE OUTSTANDING CUSTOMER SERVICE

Percent of customers who trust MoDOT to keep its commitments to the public-3c

Gaining and keeping the public's trust is key to MoDOT's overall success. The best way MoDOT can accomplish this is to deliver on the commitments it makes. In the 2013 survey, 87 percent of Missouri residents said they trusted MoDOT to keep its commitments compared to 88 percent in 2012. While the 1 percent difference is within the statistical margin of error, it is part of a four-year downward trend from 92 percent in 2010.

The department's annual construction program, which is estimated to be just over \$700 million for 2015, will drop to \$600 in 2016 and then just more than \$300 million each year in 2017 through 2019. Missourians tell MoDOT they want more from their transportation system, but the reality is they are going to get less – and what they have will get worse. Because of the current financial forecast, the Missouri Highways and Transportation Commission decided no new projects will be added to the 2015-2019 STIP. The Commission also suspended the cost share program, which allowed local governments to partner with MoDOT to deliver state highway and bridge projects that enhance economic development in the state.

As fewer projects are completed, and the system deteriorates, it is likely the public's trust in the department to keep its commitments will continue to decline.



RESULT DRIVER:
Dan Niec,
District Engineer

MEASUREMENT
DRIVER:
Marie Elliott,
Customer Relations
Manager

PURPOSE OF
THE MEASURE:
This measure tracks
whether customers feel
MoDOT provides timely,
accurate and understand-
able information about road
projects, highway conditions
and work zones they need
and use.

MEASUREMENT
AND DATA
COLLECTION:
Data is collected through
an annual telephone survey
of approximately 3,500
randomly selected Missou-
rians.

PROVIDE OUTSTANDING CUSTOMER SERVICE

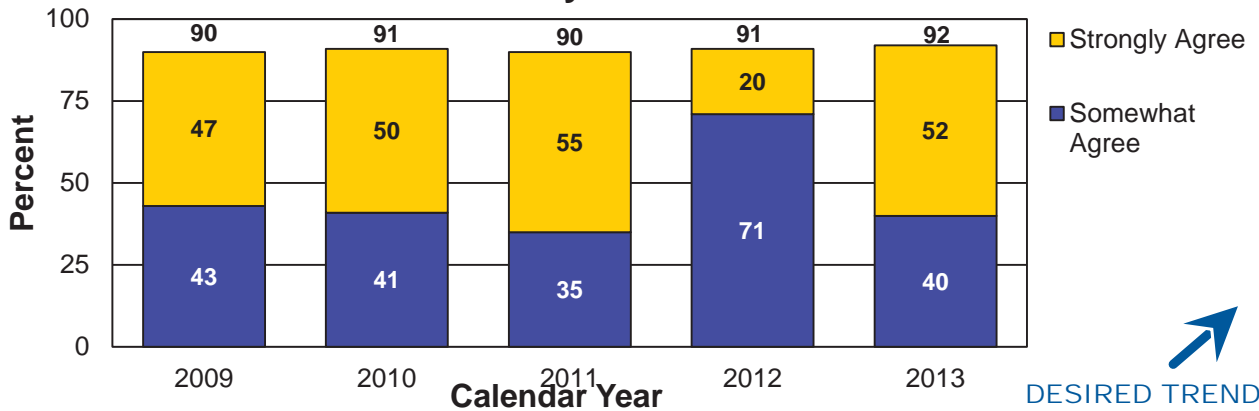
*Percent of customers who feel MoDOT provides
timely, accurate and understandable information-3d*

Just like well-maintained roads and bridges, MoDOT delivers information. The citizens of Missouri expect timely, accurate and understandable information from their department of transportation. Whether it's a press release, e-update, text alert or a notice of a public meeting, MoDOT makes every effort to get the word out as quickly and as clearly as possible. The results of this effort are public trust and respect. With numbers consistently topping 90 percent agreement for the past four years, this measure shows that the department meets our customers' high expectations.

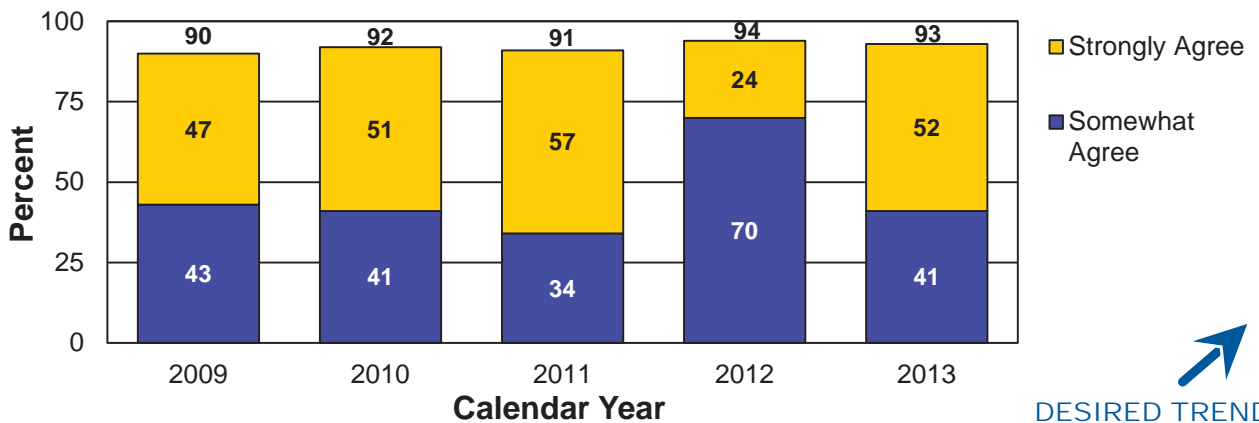


PROVIDE OUTSTANDING CUSTOMER SERVICE

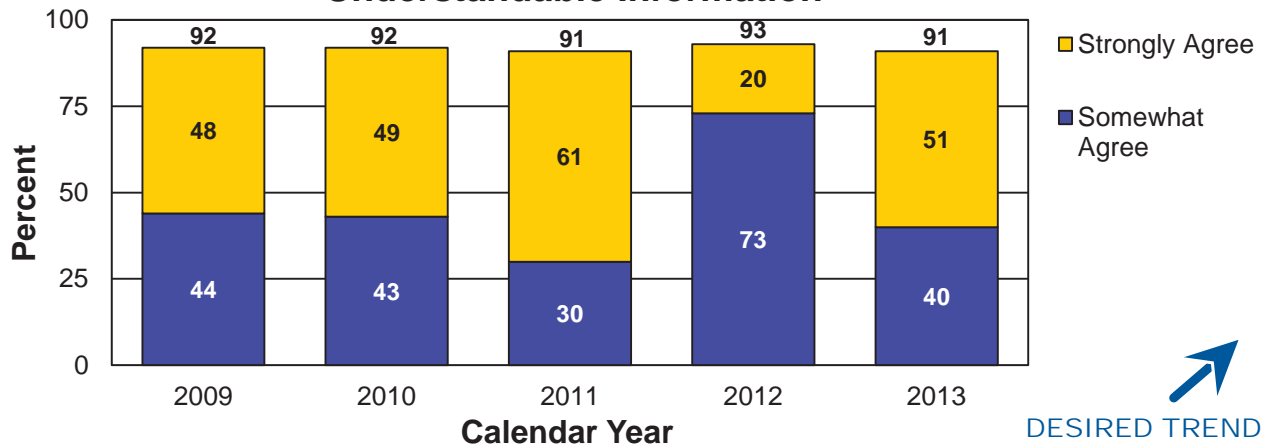
Percent of Customers Who Feel MoDOT Provides Timely Information



Percent of Customers Who Feel MoDOT Provides Accurate Information



Percent of Customers Who Feel MoDOT Provides Understandable Information



RESULT DRIVER:
Dan Niec,
District Engineer

MEASUREMENT
DRIVER:
Eric Schroeter,
State Design Engineer

PURPOSE OF
THE MEASURE:
This measure provides
information regarding
the public's perception of
MoDOT's performance in
providing the right transpor-
tation solutions.

MEASUREMENT
AND DATA
COLLECTION:
Data for this measure is
collected through an annual
survey sent to users of proj-
ects completed and opened
to traffic within the previous
year. The districts identify
21 projects – three per dis-
trict – in three different cat-
egories (large – major route
listed as or funded through
major project dollars; me-
dium – district-wide impor-
tance; and small – only
local significance). A sample
of residents is drawn from
zip code areas adjoining the
roadway where the project
was recently completed.
The samples include 500
addresses per project area.

PROVIDE OUTSTANDING CUSTOMER SERVICE

Percent of customers who believe completed projects are the right transportation solutions-3e

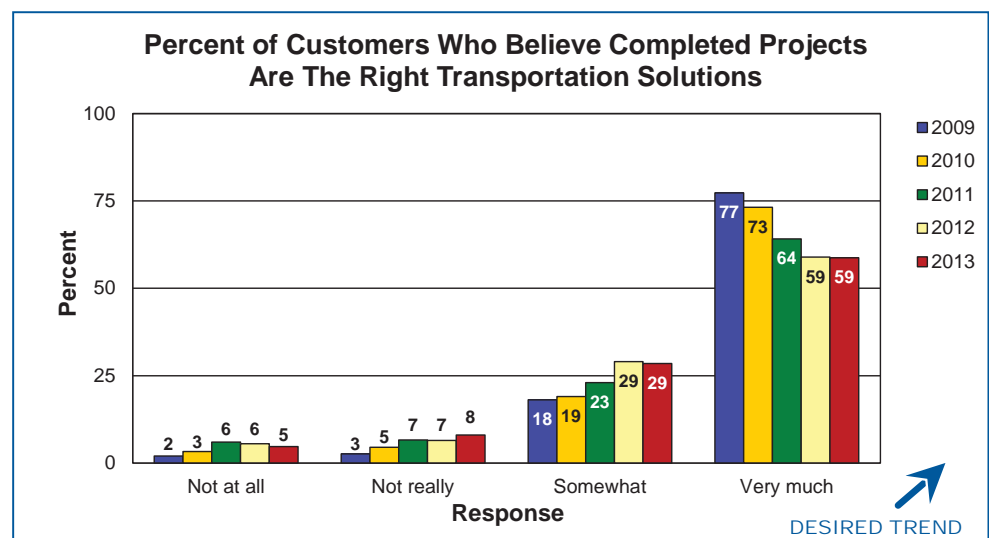
One of the most prominent products MoDOT delivers to its customers is a highway construction project. While the department tries to involve local residents in planning and designing local projects, the real impact of the project isn't known until people actually use the results of the project. The 2013 survey results continue to show most Missourians are very satisfied with local projects and generally believe that MoDOT provides the right transportation solution.

The majority of respondents thought that the project made the roadway:

- safer (90.1 percent),
- more convenient (84.4 percent),
- less congested (72.0 percent),
- easier to travel (86.7 percent),
- better marked (84.1 percent), and
- 87.3 percent considered the project the right transportation solution.

As part of the questionnaire, each respondent had the opportunity to provide comments about why the local project was – or was not – the right transportation solution. Each comment is shared with the local district for evaluation and to guide future projects.

MoDOT expects the funding available for the annual construction program to drop until it reaches just more than \$300 million by 2017. At that level, the department will not be able to maintain the highway and bridge system, not to mention undertake projects that solve transportation problems. This measure could decline in the near future.



RESULT DRIVER:
Dan Niec,
District Engineer

MEASUREMENT DRIVER:
Melissa Black,
Customer Relations
Manager

PURPOSE OF THE MEASURE:
This measure shows how satisfied customers who contact MoDOT are with the politeness, clarity and responsiveness they receive.

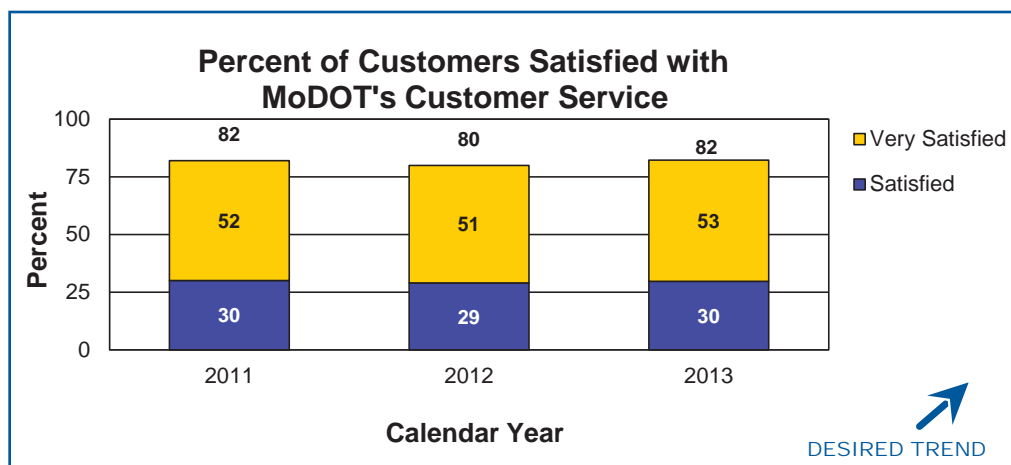
MEASUREMENT AND DATA COLLECTION:
The data for this measure is obtained from a monthly telephone survey of 200 customers who contacted a MoDOT customer service center in the previous month. The customer contacts come from call reports logged in to the customer service database. Survey participants are asked to respond on a Strongly Agree to Strongly Disagree scale regarding representative politeness and how quickly and clearly MoDOT responded to and answered questions or concerns. A fourth question asks for a rating of overall satisfaction. This measure also includes the average time to complete requests logged into the customer service database. Requests that require more than 30 days to complete are removed to prevent skewing overall results.

PROVIDE OUTSTANDING CUSTOMER SERVICE

Percent of customers satisfied with MoDOT's customer service – 3f

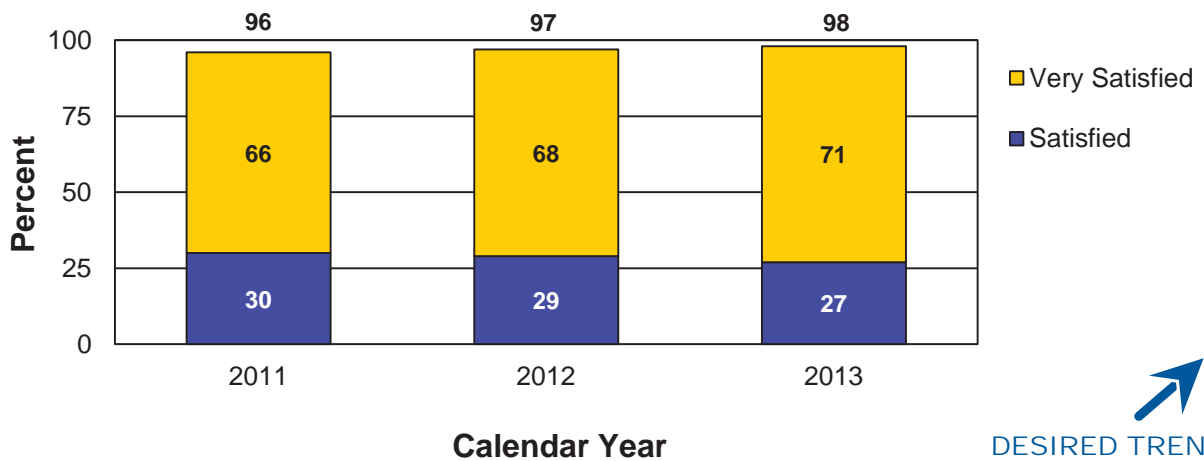
MoDOT actively seeks feedback from the people it serves. In 2012, MoDOT created a statewide call system and enhanced an online call report system that enables customer service representatives to work across seven district boundaries in a one-team approach to provide outstanding customer service. Since implementation, customer perceptions of MoDOT's politeness, responsiveness and clarity increased, resulting in an overall increase in customer satisfaction.

In calendar year 2013, 82 percent of customers surveyed indicated overall satisfaction with MoDOT's handling of their question or concern, an increase of 2 percent from the previous year. Satisfaction with politeness was indicated by 98 percent of respondents, 91 percent felt they received a clear, understandable answer and 92 percent were satisfied or very satisfied with the promptness of the response they received. While politeness remains the strongest feature, all measures increased slightly. The average time to complete customer requests during 2013 was one day, an improvement from the 1.5 days required in the past two years.

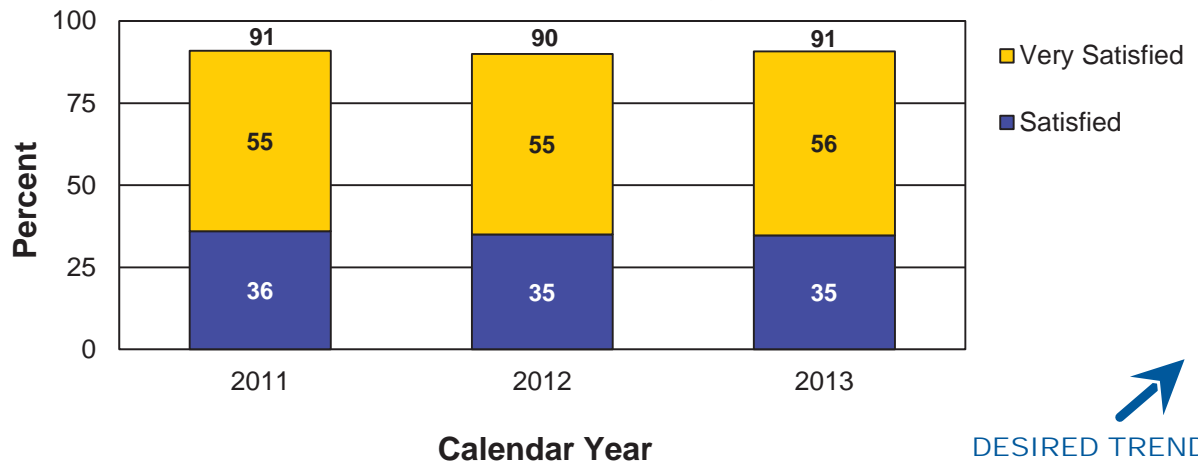


PROVIDE OUTSTANDING CUSTOMER SERVICE

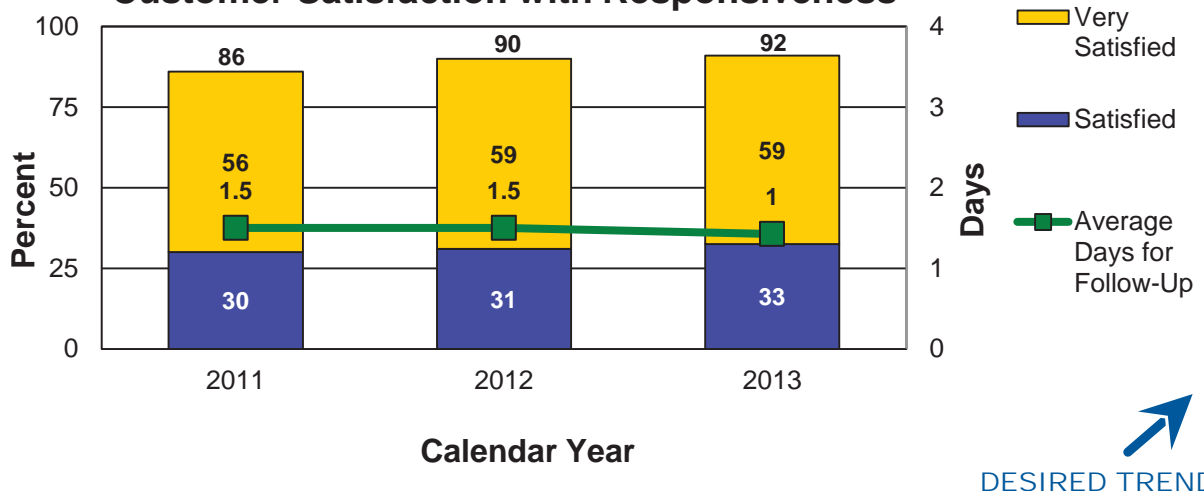
Customer Satisfaction with Politeness of Staff



Customer Satisfaction with Clarity of Response



Customer Satisfaction with Responsiveness



RESULT DRIVER:
Dan Niec,
District Engineer

MEASUREMENT
DRIVER:
DeAnne Rickabaugh,
Customer Relations
Coordinator

PURPOSE OF
THE MEASURE:
This measure tracks how
MoDOT customers receive
and exchange information
with the agency.

MEASUREMENT
AND DATA
COLLECTION:
MoDOT gathers informa-
tion for this measure from
a variety of sources. These
include the annual MoDOT
Report Card survey, Google
Analytics to measure Web
traffic and social media
analytics.

PROVIDE OUTSTANDING CUSTOMER SERVICE

Percent of customer communication engagement-3g

Good organizations share information with the people they serve. The best, most trusted organizations engage customers in conversation. It is easier these days for MoDOT to interact with its customers through Internet-based social media networking websites and applications. However, as platforms for storytelling and accountability, print, television and radio continue their vital information-sharing service.

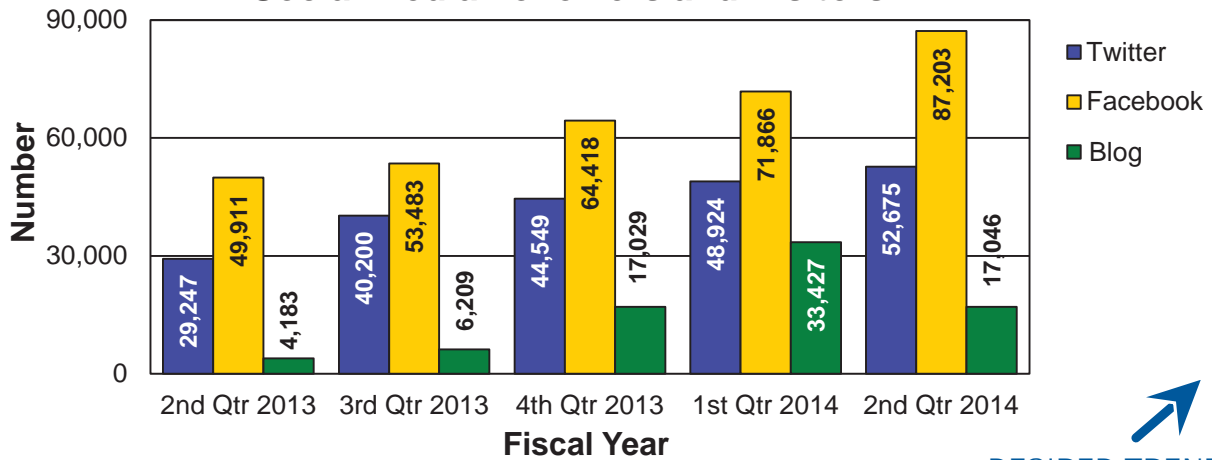
MoDOT's social media accounts continue to attract followers. Recent increases in MoDOT's website visitors and Facebook and Twitter followers can be attributed to winter weather-related messaging in the second quarter of FY 2014. Social media managers statewide continue to seek ways to attract and engage customers.

Though new media provides an opportunity to communicate interactively, traditional communication methods remain the most effective way to convey MoDOT messages. In the MoDOT Customer Report Card, customers said they are most likely to learn about MoDOT projects and activities through highway message boards and trusted local reporters.



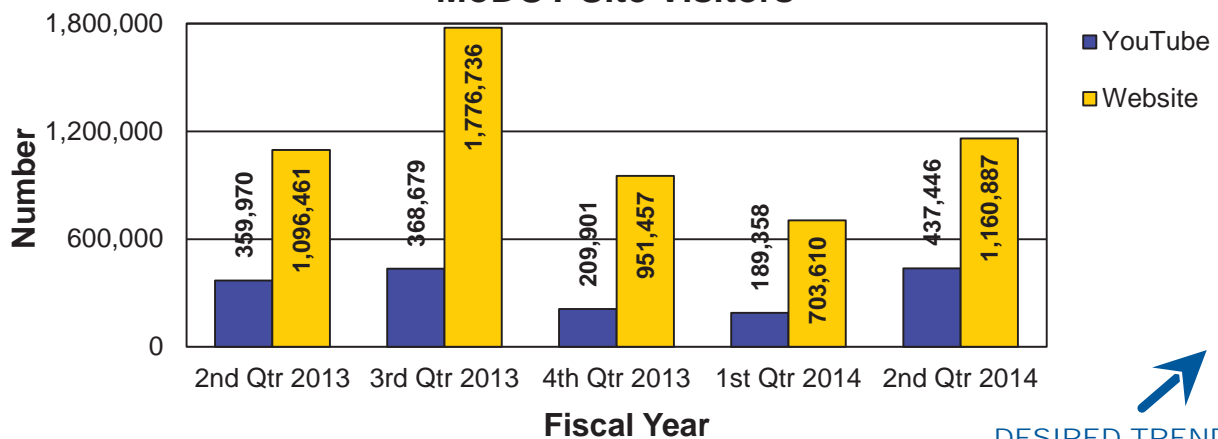
PROVIDE OUTSTANDING CUSTOMER SERVICE

Social Media Followers and Visitors



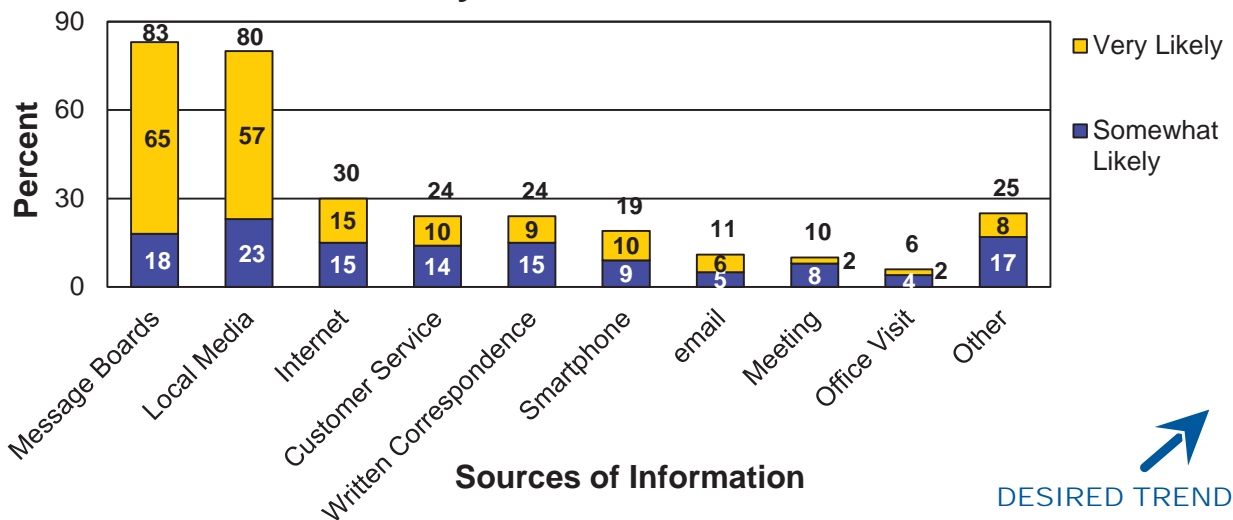
DESIRED TREND

MoDOT Site Visitors



DESIRED TREND

Customer-Reported Likelihood to use MoDOT Project and Activity Information Sources 2013



DESIRED TREND

RESULT DRIVER:
Dan Niec,
District Engineer

PROVIDE OUTSTANDING CUSTOMER SERVICE

**MEASUREMENT
DRIVER:**
Kelly Backues,
Senior Organizational Per-
formance Analyst

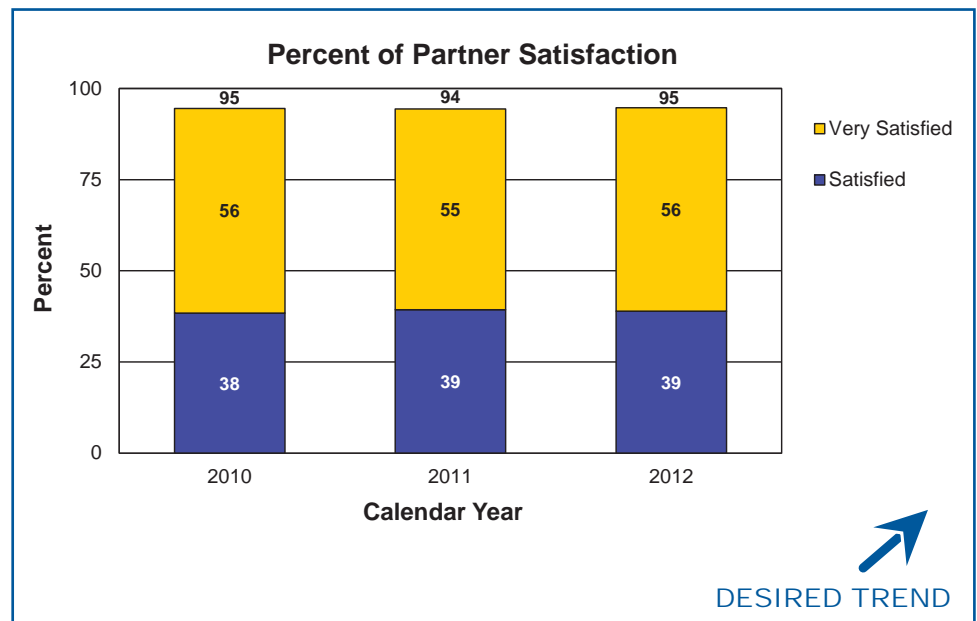
**PURPOSE OF
THE MEASURE:**
This measure tracks
MoDOT's progress toward
the goal of increasing the
level of partner satisfaction
with MoDOT in delivering
transportation services.

**MEASUREMENT
AND DATA
COLLECTION:**
Customer Relations, work-
ing with an independent
research and survey firm,
conducts an annual survey
in January to collect satis-
faction data from MoDOT's
11 partner groups. Motor
Carrier Services conducts
a separate partner sur-
vey. State legislators are
surveyed separately later
in the year. The survey col-
lects data from the previ-
ous calendar year and is
updated annually in April.
The survey groups include
agencies and industries
representing: bidding, busi-
ness, construction, design
consultants, environmental,
highway safety, legisla-
tors, local public entities,
minority and women-owned
construction and consultant
enterprises, disadvantaged
business enterprises, motor
carrier services, multimodal,
transportation planning and
vendors.

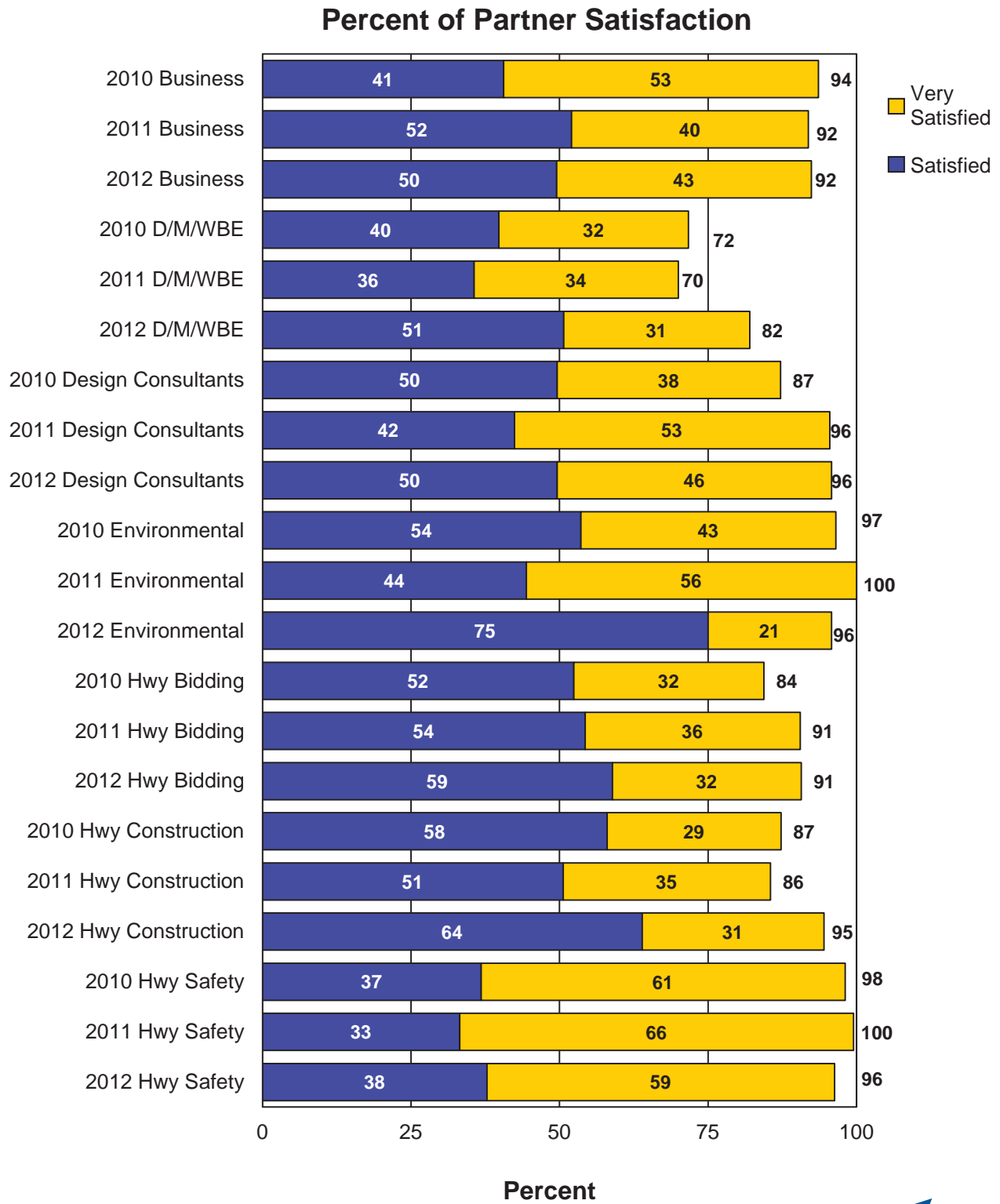
Percent of partner satisfaction-3h

MoDOT relies on a large number of partners to deliver transportation projects and services to Missourians statewide. Each year since 2010, partners completed an online survey indicating their levels of satisfaction in working with MoDOT. During the three-year period, the percent of satisfied and very satisfied MoDOT partners is consistently 94 percent or better. In addition to rating MoDOT's services, participants offer written feedback. That information is used to target specific areas in which MoDOT can improve.

With the predicted funding downfall and drastically reduced construction program, fewer construction and cost-share jobs will be available for the department's partners in the coming years. This could result in increased dissatisfaction for several years.



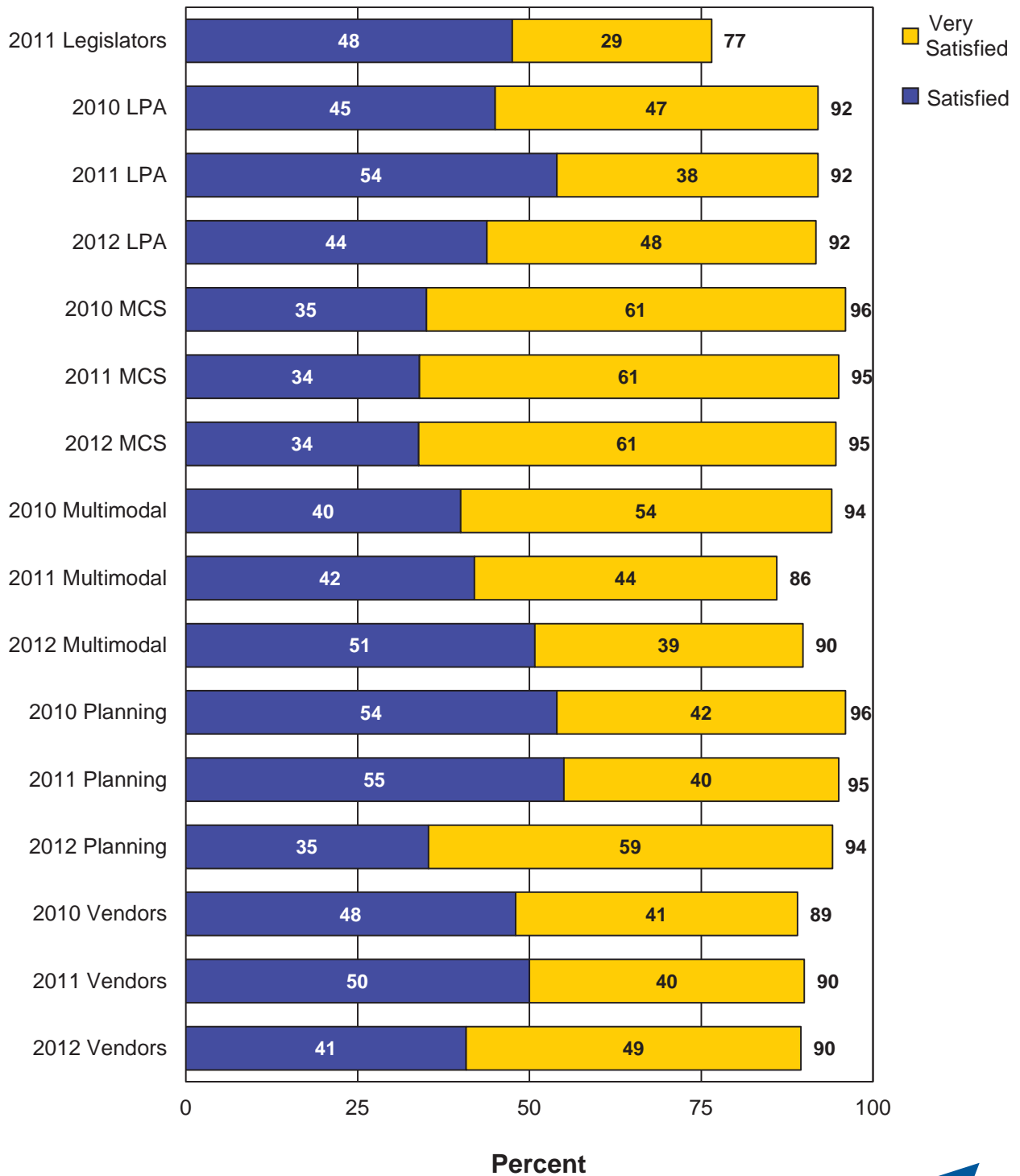
PROVIDE OUTSTANDING CUSTOMER SERVICE




DESIRED TREND

PROVIDE OUTSTANDING CUSTOMER SERVICE

Percent of Partner Satisfaction



 **DESIRED TREND**

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DELIVER TRANSPORTATION SOLUTIONS OF GREAT VALUE

David Silvester, District Engineer



Tracker

MEASURES OF DEPARTMENTAL PERFORMANCE



MoDOT customers expect transportation solutions delivered on time and within budget. We manage our projects to get them completed quickly and at the best possible value. We work with our transportation partners to leverage innovation in improving our products and how we work. We pledge to honor our commitments and deliver the best, most cost-effective solutions.

RESULT DRIVER:
David Silvester,
District Engineer

MEASUREMENT
DRIVER:
Renate Wilkinson,
Planning and Programming
Engineer

PURPOSE OF
THE MEASURE:
This measure determines
how close total project
completion costs are to the
programmed costs. The
programmed cost is consid-
ered the project budget.

MEASUREMENT
AND DATA
COLLECTION:
The completed project
costs are reported during
the fiscal year in which the
project is completed. Road
and bridge project costs
include design, right-of-
way purchases, utilities,
construction, inspection
and other miscellaneous
costs. The programmed
cost is based on the amount
included in the most re-
cently approved Statewide
Transportation Improvement
Program. Completed costs
include actual expendi-
tures. Multimodal and Local
Public Agency project costs
typically reflect state and/or
federal funds, but not local
funding contributed toward
projects.

DELIVER TRANSPORTATION SOLUTIONS OF GREAT VALUE

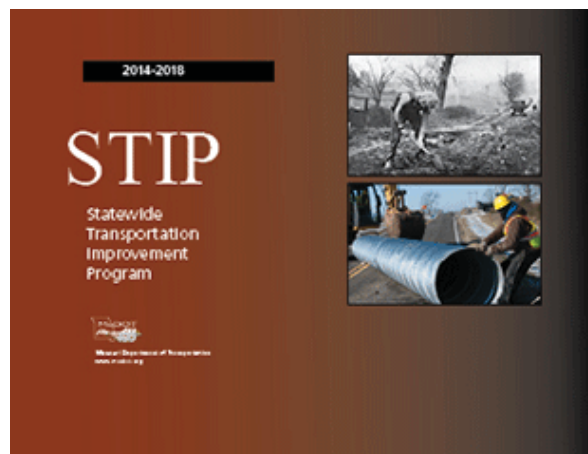
Percent of programmed project cost as compared to final project cost-4a

The focus on accurate program cost estimates has become increasingly important due to decreasing transportation funding and increasing costs. As of December 31, 2013, 201 projects had been completed in fiscal year 2014 at a cost of \$443 million. This represents a deviation of -14.4 percent or \$75 million less than the programmed cost of \$518 million. Of the 201 projects completed, 75 percent were completed within or below budget. In comparison, 72 percent of projects were completed within or below budget as of the same date a year ago. The largest component of project savings comes from award savings, at 85 percent. Engineering and miscellaneous (right of way, utilities and other costs) savings represent 15 and 8 percent, respectively. Construction phase costs were 8 percent over what was awarded.

In addition, 28 Multimodal projects were completed for a cost of \$25 million, -1.2 percent or \$300,000 less than the programmed cost of \$25.3 million. And 74 Local Public Agency projects were completed for a cost of \$38.6 million, -11 percent or \$4.8 million less than the programmed cost of \$43.4 million.

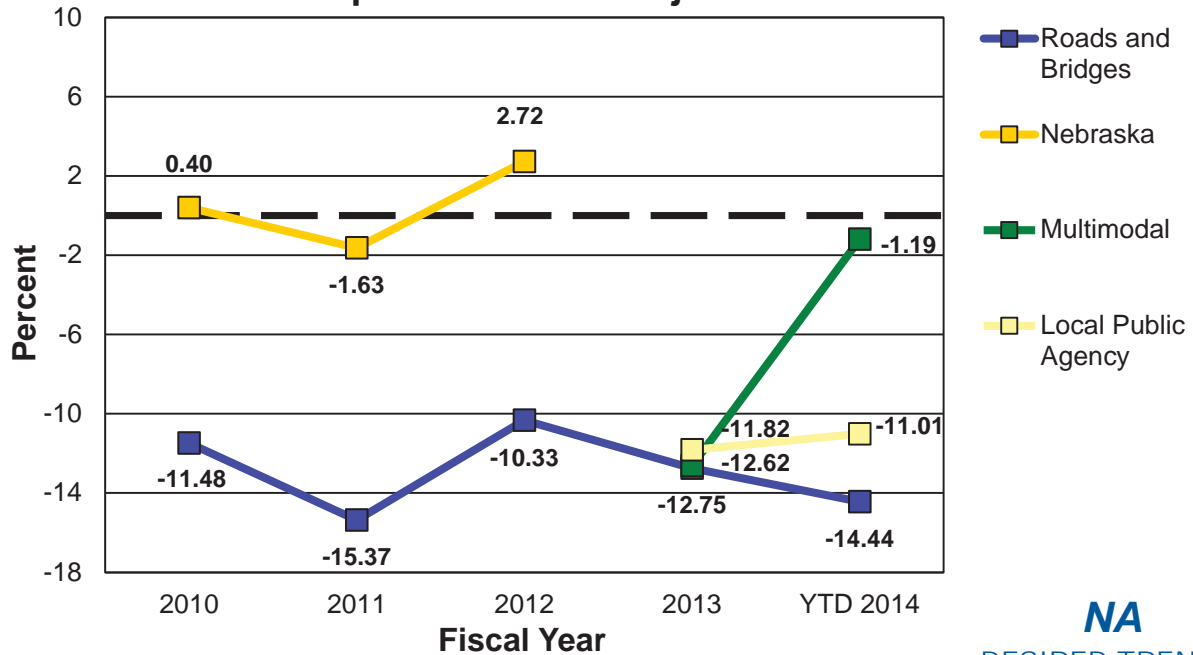
For road and bridge projects completed in the five-year period from 2009-2013, final costs of \$5.915 billion were within -9.4 percent of programmed costs, or \$613 million less than the programmed cost of \$6.528 billion.

MoDOT uses this historical data as a guide for programming future projects. In FY2014, MoDOT added 10 percent of available funding for highway and bridge construction awards or \$68.5 million worth of projects in anticipation of award savings. However, award savings to date for FY2014 are averaging only 4 percent. Future programming assumptions will be revised downward to reflect this trend.



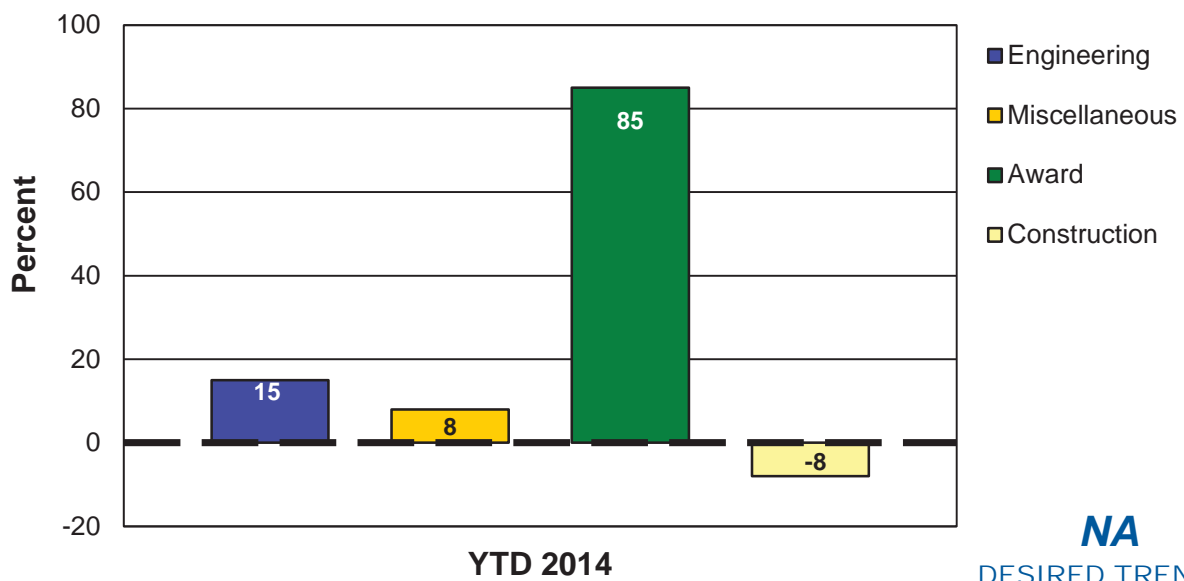
DELIVER TRANSPORTATION SOLUTIONS OF GREAT VALUE

Percent of Programmed Project Cost as Compared to Final Project Cost



Positive numbers indicate the final (completed) cost was higher than the programmed cost. Comparative data is from Nebraska Department of Roads, one-year schedule of highway improvement projects.

Composition of Savings



Positive numbers indicate savings. Miscellaneous includes right of way, utilities, and other costs.

RESULT DRIVER:

David Silvester,
District Engineer

DELIVER TRANSPORTATION SOLUTIONS OF GREAT VALUE

MEASUREMENT DRIVER:

Jay Bestgen, Assistant
State Construction and
Materials Engineer

PURPOSE OF THE MEASURE:

This measure tracks the percentage of projects completed by the commitment date established in the contract. This includes road, bridge, local public agency and multimodal projects – rail, aviation, waterway and transit.

MEASUREMENT AND DATA COLLECTION:

For road and bridge projects, the project manager collaborates with the project team to establish the project completion date, and the resident engineers use the SiteManager system to track and document the work. Local public agencies and multimodal agencies use staff or consultant resources to set contract completion dates and track performance.

Percent of projects completed on time-4b

MoDOT's customers expect transportation improvements to be completed quickly with minimal impact to their lives. Delivering projects by the contract completion date is the target for all projects and this is considered a commitment to Missourians and users. Completing projects on time helps maintain credibility which is of utmost importance to maintaining Missourians long-term support for times when more resources are needed to adequately maintain the transportation system. Completing projects on time minimizes users' exposure to work zones and provides good-condition facilities that improve safety and reduce vehicle maintenance costs.

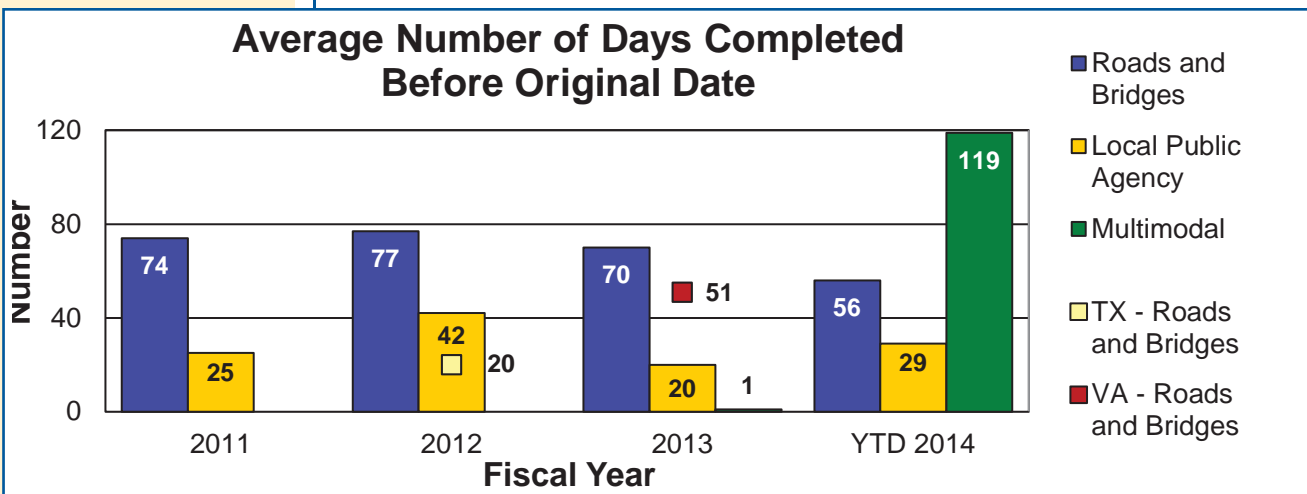
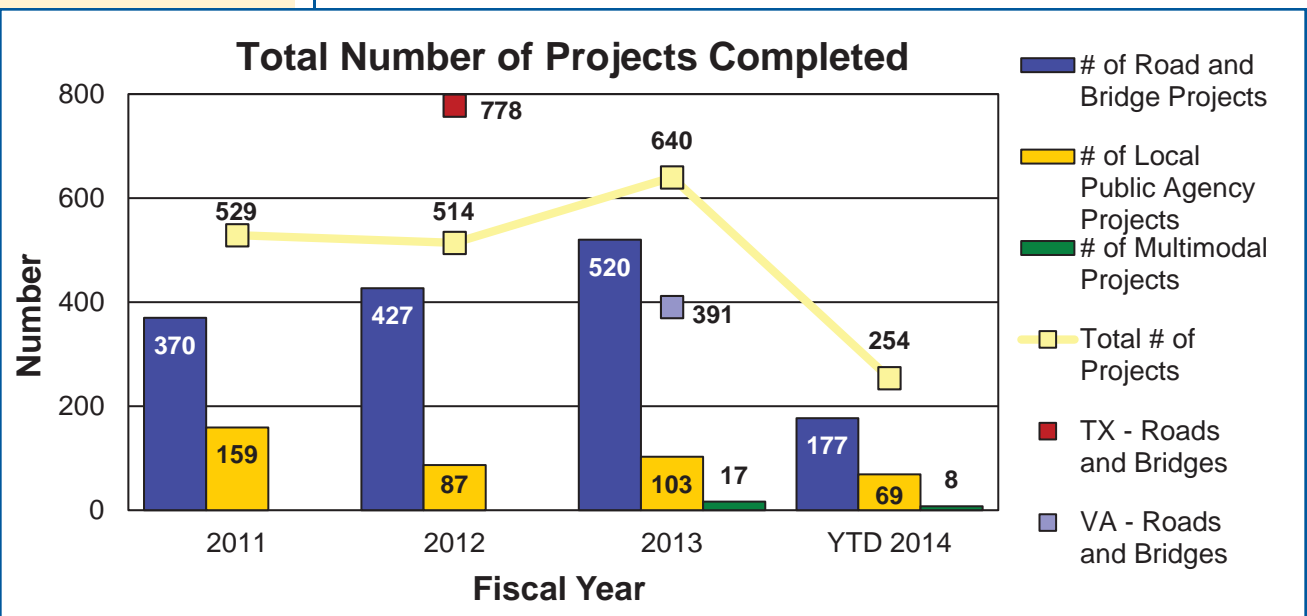
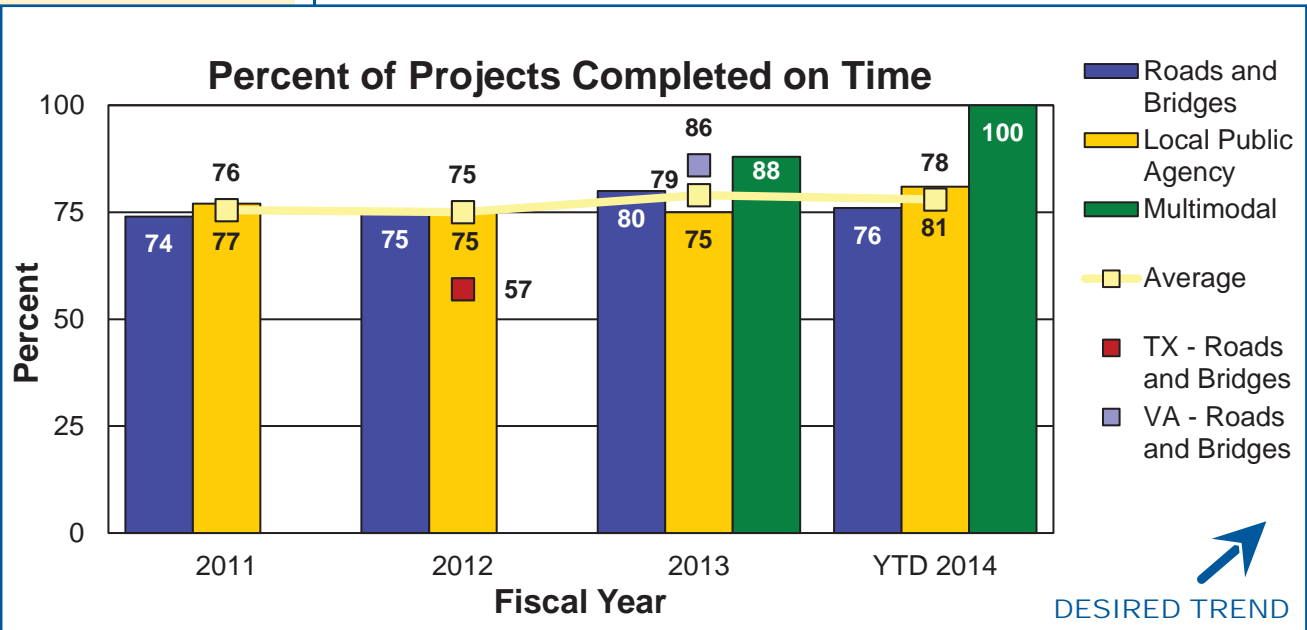
Sometimes, unusual weather or additional contract work necessitates an extension of the completion date. There are also times when a contractor misses the project completion date. In the second quarter of fiscal year 2014, 78 percent of the projects were completed on or ahead of schedule.

MoDOT works to meet the original completion date by:

- Preparing accurate plans and quantities,
- Setting aggressive, but reasonable completion dates,
- Setting liquidated damages that reinforce completion date without undue bid risks,
- Discussing potential completion times with industry before setting, and
- Negotiating with contractor to maintain schedule.



DELIVER TRANSPORTATION SOLUTIONS OF GREAT VALUE



RESULT DRIVER:
David Silvester,
District Engineer

DELIVER TRANSPORTATION SOLUTIONS OF GREAT VALUE

**MEASUREMENT
DRIVER:**
Jeremy Kampeter,
Construction Management
Systems Administrator

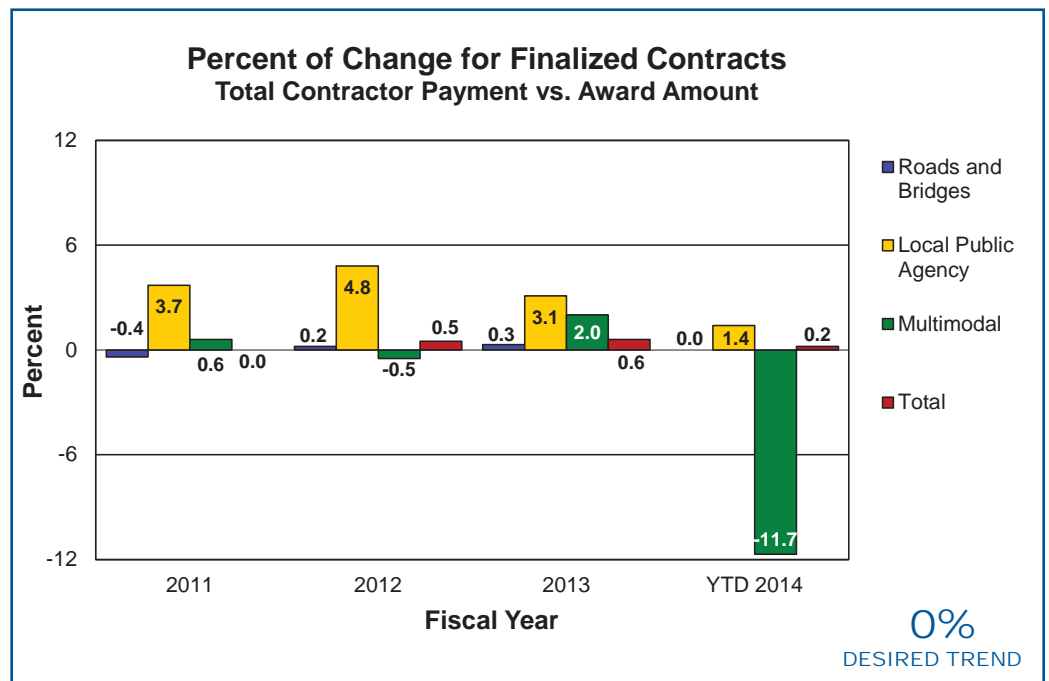
**PURPOSE OF
THE MEASURE:**
This measure tracks the percentage difference of total construction payouts to the original contract award amounts. This indicates how many changes are made on projects after they are awarded to the contractor. This measure evaluates road, bridge, local public agency and multimodal projects – rail, aviation, waterway and transit.

**MEASUREMENT
AND DATA
COLLECTION:**
For road and bridge projects, contractor payments are generated through MoDOT's SiteManager database and processed in the financial management system for payment. Change orders document the underrun/overrun of the original contract cost. Local public agencies and multimodal agencies use staff or consultant resources to set contract completion dates and track performance.

Percent of change for finalized contracts-4c

By limiting overruns on contracts, MoDOT can continue to keep the commitments that have been made. Decreasing revenue coupled with the increasing costs of products such as asphalt, concrete and steel has placed an even stronger emphasis on constructing projects within budget. This emphasis combined with the use of practical design and value engineering has contributed to limiting overruns on contracts. MoDOT's performance in the first two quarters of fiscal year 2014 was 0.2 percent (\$396 million worth of projects completed \$660,000 over the award amount). Many factors can affect the ability to complete a project within 2 percent of the award amount.

With decreasing transportation funding and increasing costs, MoDOT's focus on keeping final project costs within award amounts is more important than ever.



RESULT DRIVER:
David Silvester,
District Engineer

DELIVER TRANSPORTATION SOLUTIONS OF GREAT VALUE

**MEASUREMENT
DRIVER:**
Angela Fuerst,
Transportation Project
Manager

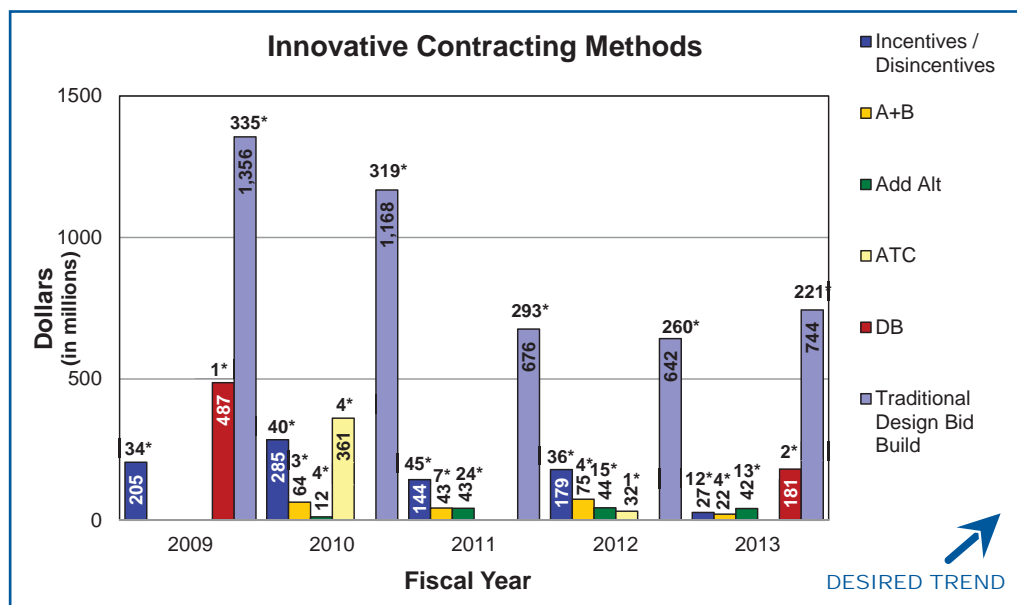
**PURPOSE OF
THE MEASURE:**
This measure tracks the
use of innovative con-
tracting methods used on
MoDOT projects including:
■ Incentive/Disincentive
Contracts,
■ A + B Contracts,
■ Add Alternate Contracts,
■ Alternate Technical
Concepts, and
■ Design-Build Contracts

**MEASUREMENT
AND DATA
COLLECTION:**
MoDOT projects utiliz-
ing innovative contracting
methods are reported dur-
ing the fiscal year they are
awarded. Contract award
values are collected through
MoDOT's SiteManager
database, bid opening sum-
maries and project records.

Innovative contracting methods-4d

With decreasing transportation funding and increasing costs, MoDOT looks to implement non-traditional methods and practices in contract administration to improve efficiency, increase flexibility and maximize value for its customers. By promoting the use of innovative contracting tools, MoDOT is better able to mitigate declining resources and meet each project's unique challenges and to provide the best-value solution to the needs being addressed. MoDOT uses innovative contracting to ensure the public receives full value for every tax dollar invested in Missouri's transportation system. However, dwindling resources will result in a dramatic reduction in the number of large-scale, system-improvement projects MoDOT can afford. Even with innovative contracting techniques, MoDOT will be challenged to even maintain the current system.

In fiscal year 2013, MoDOT delivered 31 out of 252 projects using innovative contracting methods. The 31 projects totaled \$271.904 million out of the \$743.952 million program.



* Reflects total number of projects for each innovative contract method

RESULT DRIVER:
Dave Silvester,
District Engineer

DELIVER TRANSPORTATION SOLUTIONS OF GREAT VALUE

MEASUREMENT
DRIVER:
Llans Taylor,
Innovations Engineer

PURPOSE OF
THE MEASURE:
This measure tracks the
use of value engineering
during design and construc-
tion on traditional MoDOT
projects including:
■ Value analysis during the
design phase, and
■ Construction value en-
gineering proposals during
the construction phase.

MEASUREMENT
AND DATA
COLLECTION:
Information on value
analysis during design is
gathered from MoDOT's
STIP Information Manage-
ment System application.
Construction value engi-
neering change proposal
information is gathered from
MoDOT's value engineering
change proposal database.

Value Engineering-4e

The goal of value engineering is to build the right project at the right time, meeting the project need with appropriate project scope. MoDOT uses the VE program to ensure the public receives great value for every tax dollar invested in Missouri's transportation system. Due to decreasing funding, MoDOT is increasingly focused on smaller, maintenance-type projects that are not traditionally targeted by the VE program. Still, MoDOT must be innovative in utilizing the VE process to search for innovative solutions to reduce project costs and provide additional value.

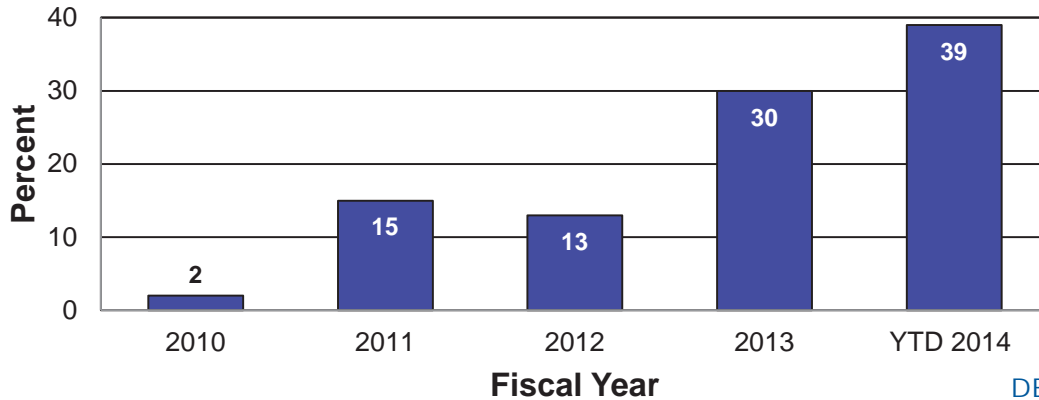
MoDOT uses design phase value analysis to remove unnecessary scope, reduce project costs and to improve project flexibility. Value analysis includes specific, targeted processes aimed to improve the project value, including the formal VE program studies. Tracking progress toward the goal of evaluating all projects for value allows MoDOT to accurately gauge its performance. So far, for fiscal year 2014, 39 percent of projects underwent some form of value analysis during the design phase.

MoDOT partners with industry to find more cost effective methods to accomplish the proposed work on our projects in order to better use our limited available funds. During the construction phase, the Value Engineering Change Proposal process encourages contractors to submit proposals to deliver improved projects of the best attainable value. After award of a project, contractor proposals for cost reduction are considered and if accepted, the contractor receives a portion of the savings, up to a maximum of 50 percent. Even though the savings are shared, the program generates savings on active projects that can be used to offset project cost escalation or reduce cost of delivering the project. So far for fiscal year 2014, 17 VE proposals were approved resulting in MoDOT savings of \$555,000. Although with reduced project scopes there are fewer opportunities, MoDOT leaders will continue to challenge department staff and industry partners to improve the value of construction projects.

A successful VECP program will incorporate approved VECPs into future design plans, so MoDOT can realize 100 percent of the affiliated savings for future projects. VE changes implemented as MoDOT best practices are incorporated into MoDOT's Engineering Policy Guide.

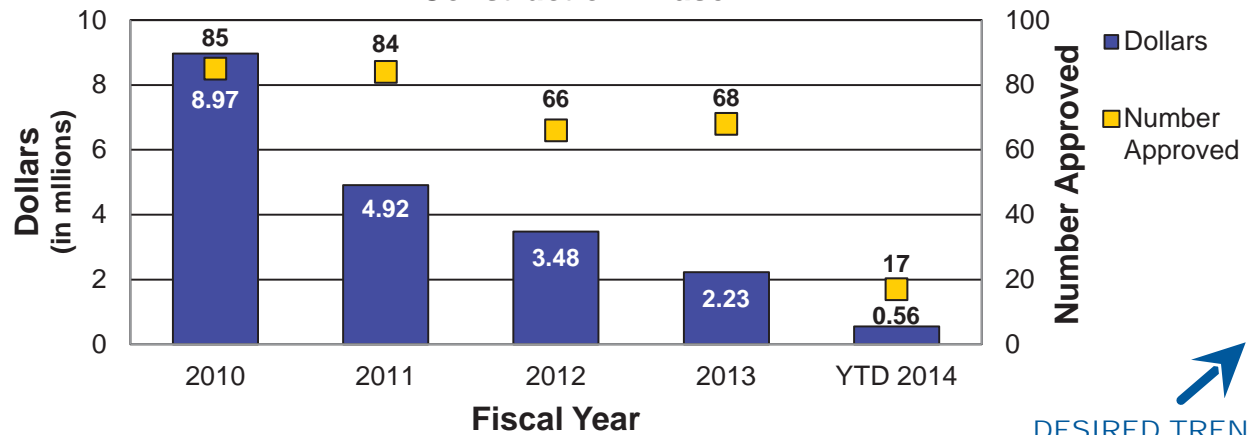
DELIVER TRANSPORTATION SOLUTIONS OF GREAT VALUE

Percent of Awarded Projects with Value Analysis Design Phase



DESIRED TREND

Value Engineering Change Proposals by Dollar and Number Construction Phase



DESIRED TREND

Value Engineering Changes Implemented as Best Practice

UNDER DEVELOPMENT

RESULT DRIVER:

David Silvester,
District Engineer

MEASUREMENT DRIVER:

Natalie Roark,
Bidding and Contract
Services Engineer

PURPOSE OF THE MEASURE:

This measure tracks the costs to construct a variety of common highway and bridge construction projects including the costs for equipment, labor and fringe benefits and materials to construct a project.

MEASUREMENT AND DATA COLLECTION:

Data is collected from MoDOT bid opening prices. Construction costs for 1992 are used for comparison because that was the year Missouri's fuel tax rate was increased to the current rate of 17 cents per gallon. Costs for chip seal and minor road one-inch asphalt resurfacing include the pavement, traffic control and temporary pavement marking. Costs for major highway and interstate asphalt resurfacing include the pavement, traffic control, permanent pavement marking, rumble strips, pavement repair, guardrail and signing. New two-lane and four-lane construction costs include grading, drainage, pavement, bridge and all incidental costs. The average cost per square-foot of bridge is tabulated and applied to the area of the average bridge on the state system to simplify comparison.

DELIVER TRANSPORTATION SOLUTIONS OF GREAT VALUE

Average highway lane-mile and bridge construction costs-4f

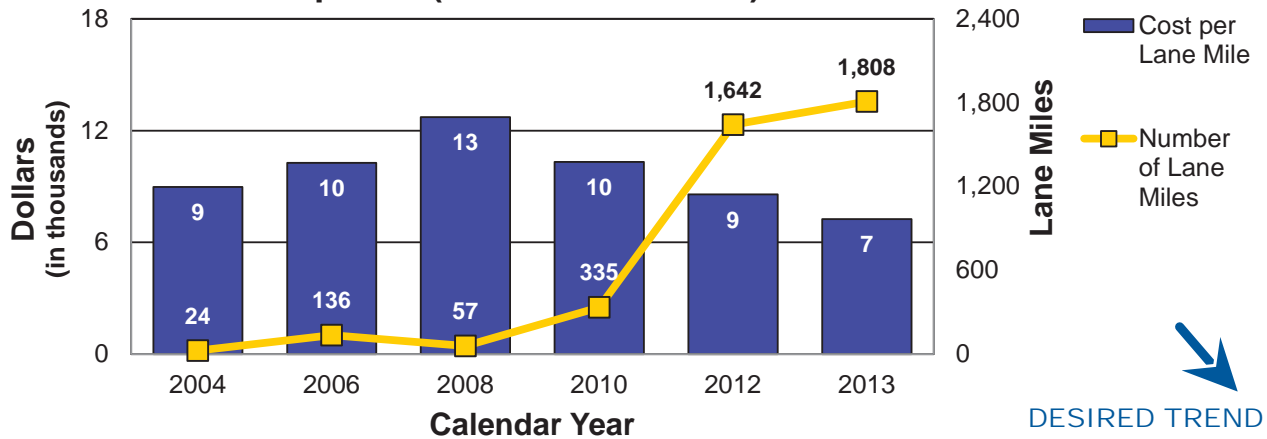
A great many factors affect the cost of road and bridge projects, some that can be managed by MoDOT and others that are affected by the economy. For example, Missouri's highway system has long depended on fuel taxes, but now people drive less and vehicles are more fuel efficient. Meanwhile, inflation has increased the cost of projects, resulting in reduced purchasing power for MoDOT. Minor road asphalt resurfacing costs have increased in recent years due to a combination of increased fuel, oil and material costs. Overall, the price of asphalt, concrete and steel is double and triple what they were 20 years ago, when fuel taxes were last raised.

With MoDOT's construction program having dropped by about half in the last five years, few complex two- and four-lane projects have been available for contractors to bid. For the larger, more robust projects, MoDOT continues to partner with industry to allow flexibility and encourage innovation while strategically scheduling bid openings to spread out the amount of work and financial obligation for the bidders. With decreasing revenue and increasing costs, MoDOT is challenged to make improvements to the existing system. In time, MoDOT will be challenged just to maintain the system of roads and bridges Missourians enjoy today.



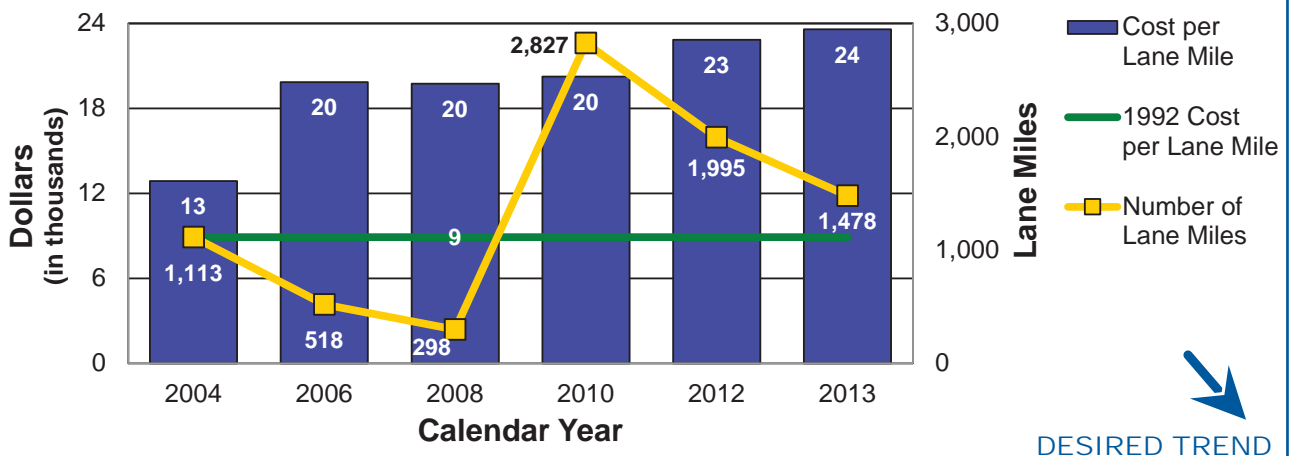
DELIVER TRANSPORTATION SOLUTIONS OF GREAT VALUE

Chip Seal (10-Foot Lane-Mile)

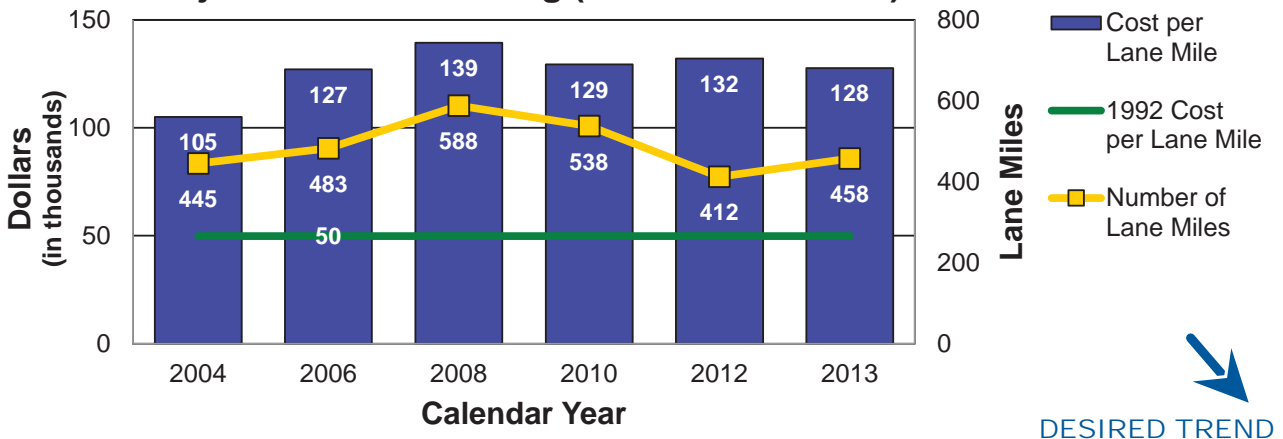


Note: No contract chip seal projects in 1992.

Minor Road Resurfacing (11-Foot Lane-Mile)

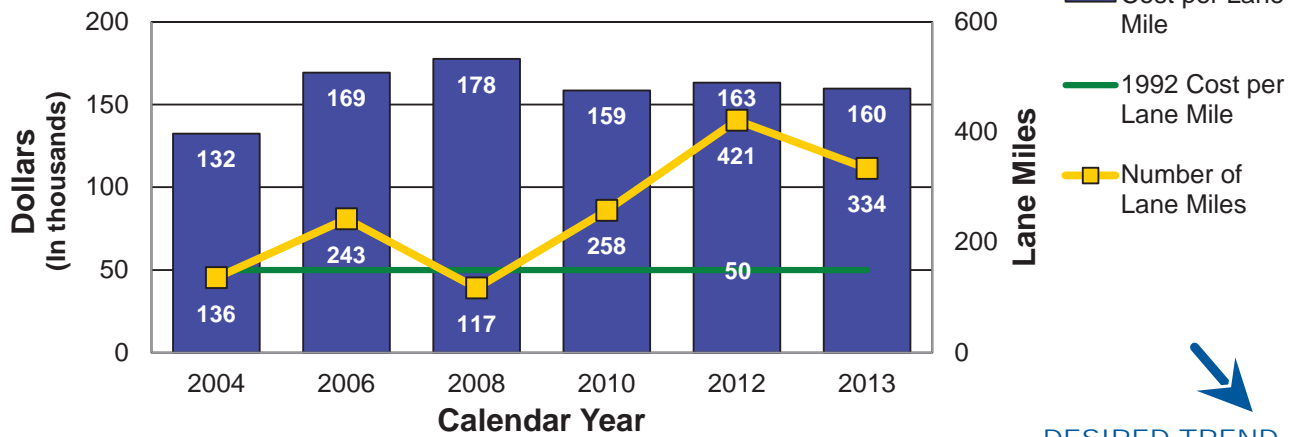


Major Road Resurfacing (12-Foot Lane Mile)

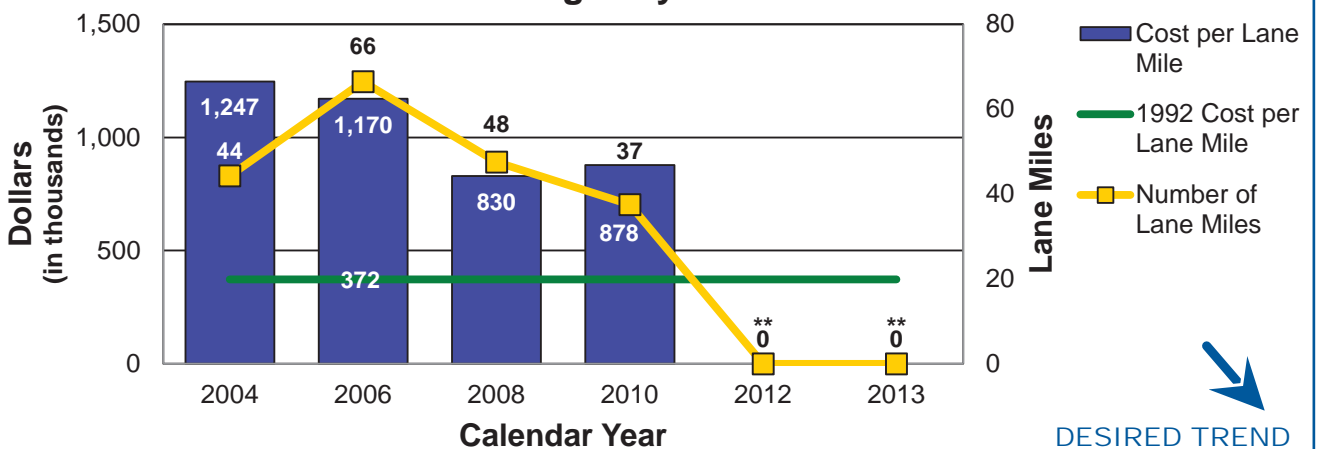


DELIVER TRANSPORTATION SOLUTIONS OF GREAT VALUE

Interstate Resurfacing (12-Foot Lane Mile)

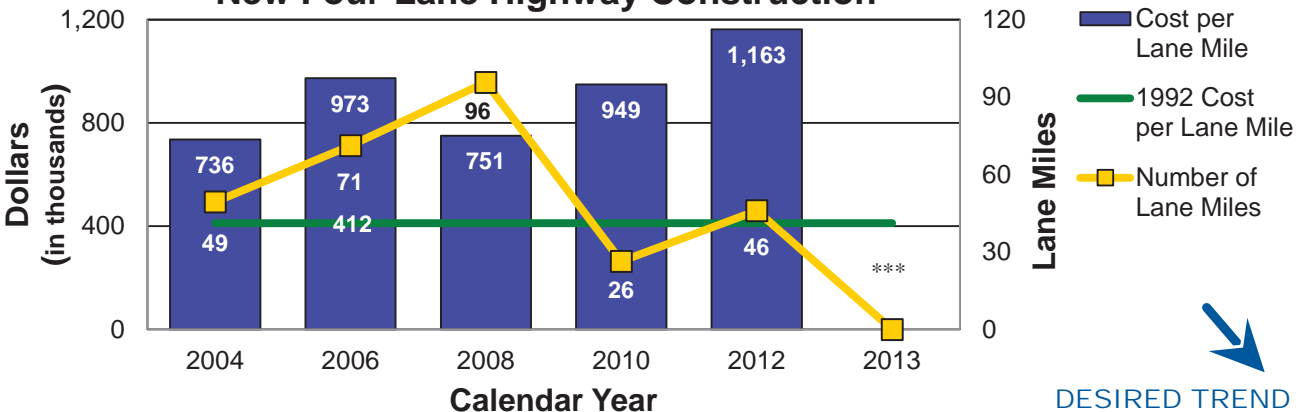


New Two-Lane Highway Construction



** No two-lane projects bid in 2012 and 2013.

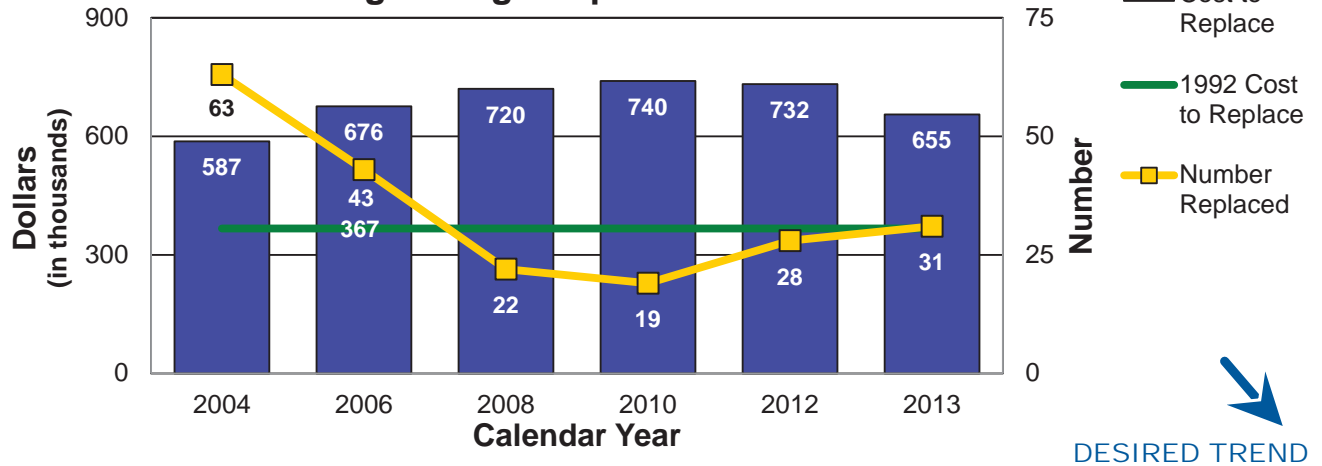
New Four-Lane Highway Construction



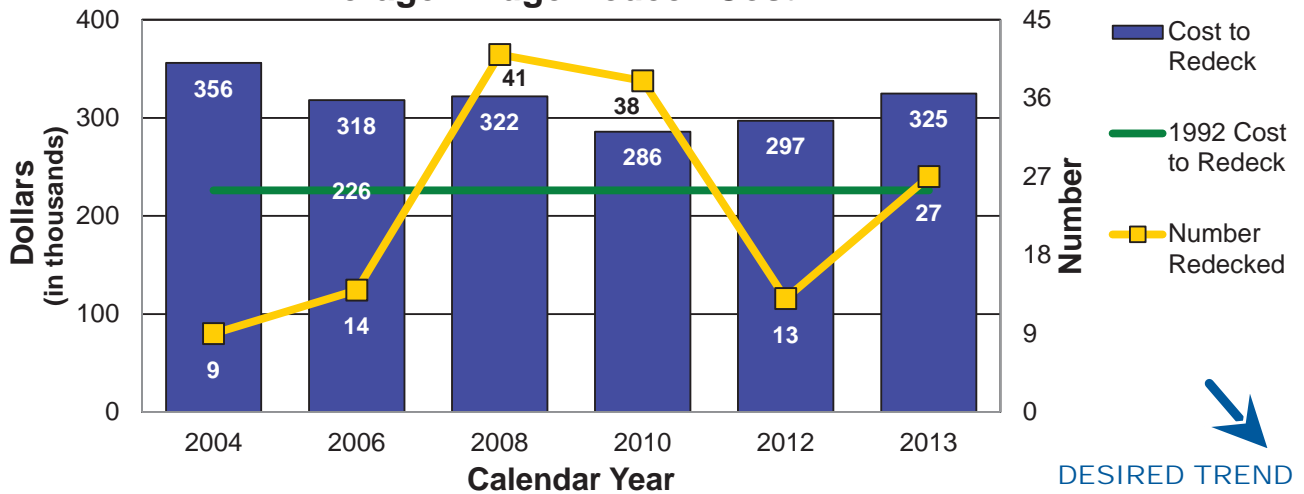
*** No four-lane projects bid in 2013.

DELIVER TRANSPORTATION SOLUTIONS OF GREAT VALUE

Average Bridge Replacement Cost



Average Bridge Redeck Cost





OPERATE A RELIABLE AND CONVENIENT TRANSPORTATION SYSTEM

Paula Gough, District Engineer

Tracker

MEASURES OF DEPARTMENTAL PERFORMANCE



Missourians expect to get to their destinations on time, without delay regardless of their choice of travel mode. We coordinate and collaborate with our transportation partners throughout the state to keep people and goods moving freely and efficiently. We also maintain and operate the transportation system in a manner to minimize the impact to our customers and partners.

RESULT DRIVER:
Paula Gough,
District Engineer

MEASUREMENT
DRIVER:
Jon Nelson,
Traffic Management and
Operations Engineer

PURPOSE OF
THE MEASURE:
This measure tracks the
mobility of significant state
routes in St. Louis, Kan-
sas City, Springfield, and
Columbia.

MEASUREMENT
AND DATA
COLLECTION:
Travel time data for many
state routes is continuously
collected via roadside de-
tectors and other technolo-
gies. For other routes, travel
times are collected manu-
ally by driving the route at
least twice in each direction.
To assess mobility, MoDOT
compares travel times dur-
ing rush hour to free-flow
conditions where vehicles
can travel at the posted
speed limit. This measure
also assesses reliability, an
indicator of how variable
those travel times are on a
daily basis.
The charts in this measure
show the average travel
time and the 80th percen-
tile travel time, which is the
time motorists should plan
in order to reach their desti-
nations on time 80 percent
of the time. The maps dis-
play the mobility of specific
sections of roadways during
rush hour.

OPERATE A RELIABLE AND CONVENIENT TRANSPORTATION SYSTEM

MAP-21

Travel times and reliability on major routes-5a

Minimizing travel times and delays on the state's most traveled routes is essential to operating a reliable and convenient transportation system. The desired outcome for any route is a safe flow of traffic at the posted speed limit. From October to December 2013, it took customers, on average, 11.86 minutes during the morning rush and 13.09 minutes during the evening rush to travel 10 miles on interstate routes in St. Louis. For interstates in Kansas City, it took customers, on average, 11.29 minutes during the morning rush and 11.62 minutes during the evening rush to travel 10 miles. This is the equivalent of driving about 45-50 mph.

Individual roadways within St. Louis and Kansas City, however, experienced longer travel times than the regional averages. In St. Louis, this was particularly true on I-64 where the average travel times were 13.78 minutes in the morning and 17.43 minutes during the evening. Likewise, I-35 in Kansas City experienced an average travel time of 15 minutes during the morning and 15.91 minutes in the evening. This is equivalent to driving less than 40 mph.

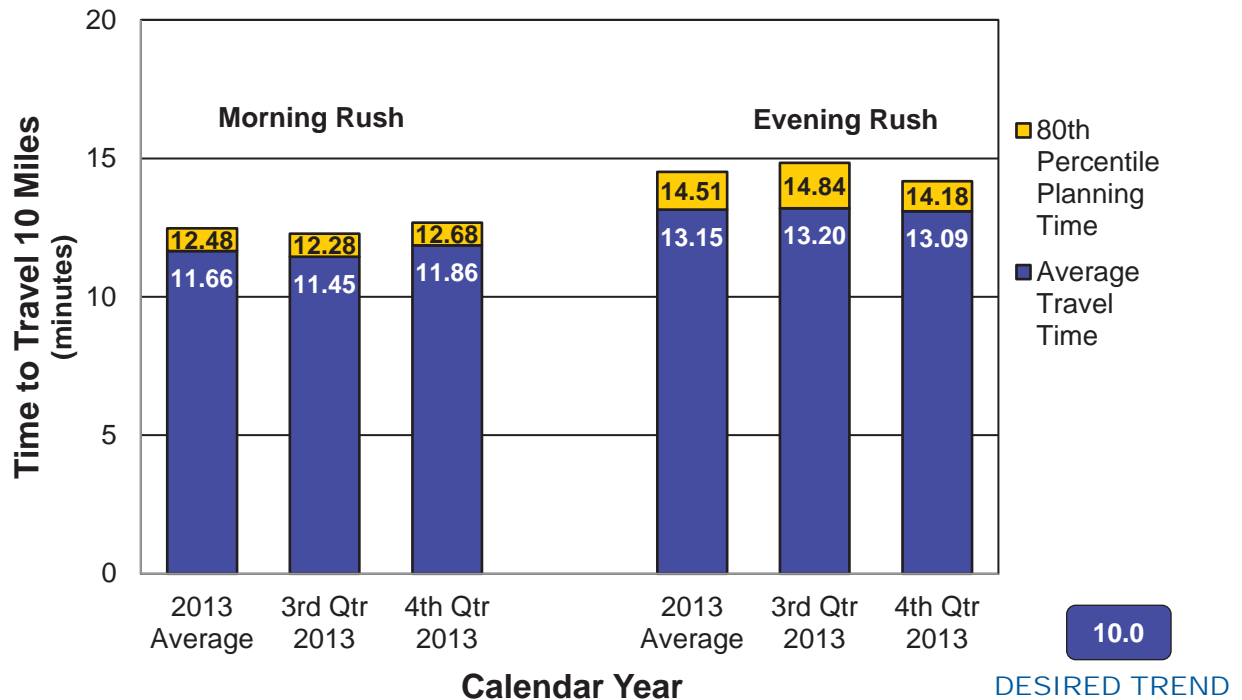
On any given day, travel times can be longer due to non-recurring events such as crashes, work zones, or adverse weather. Some of the more unreliable travel times this quarter occurred on I-64, I-170, and I-270 in St. Louis and I-35 in Kansas City where 10-mile travel times reached as high as 21 minutes.

As shown on the maps below, there are certain bottlenecks along each corridor where traffic congestion tends to exist on a daily basis. In St. Louis, the heaviest recurring congestion for the quarter existed on I-64 and segments of I-270, particularly south of I-64. In Kansas City, the heaviest recurring congestion occurred in the downtown region, with much of I-70 experiencing moderate congestion as well. Northbound I-435 also experienced heavy congestion in the evening near the Kansas border, and significant congestion occurred on Route 291 north of the Missouri River during the evening rush hour.

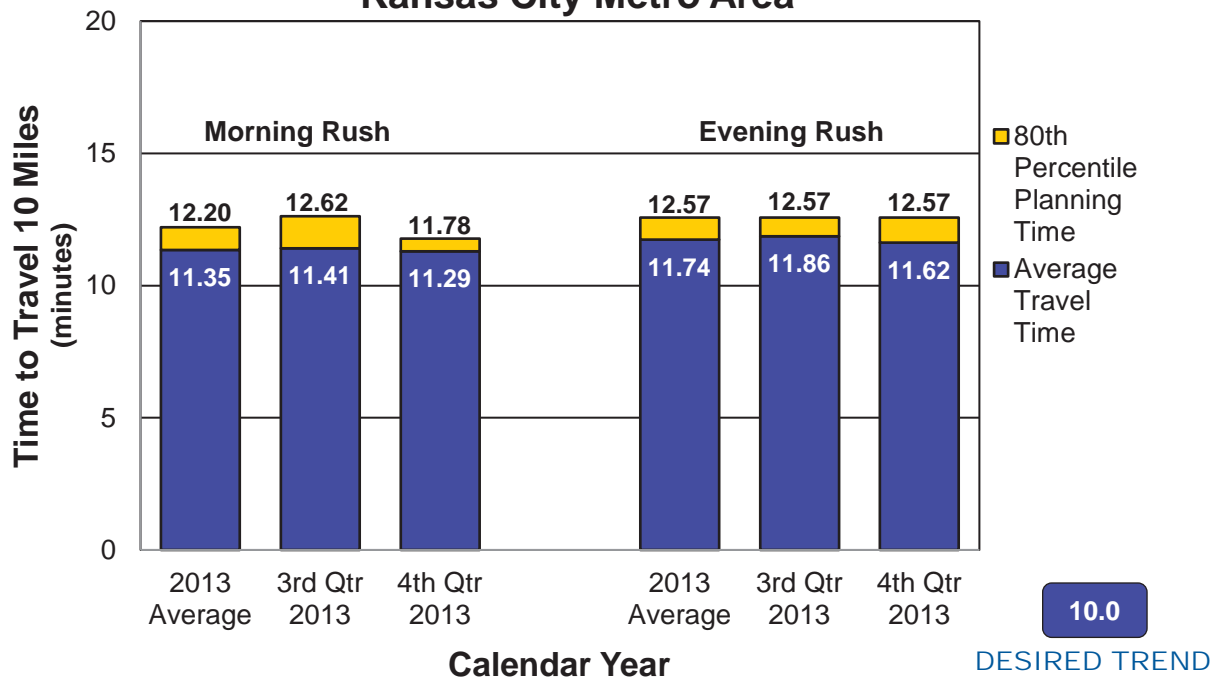
For Columbia and Springfield, most traffic delays occurred on signalized arterial routes, though there were some moderate slowdowns near major interchanges such as I-70 at US 63 and I-44 at US 65. Several significant arterials in each region experienced medium levels of congestion during the morning and evening rush with the heaviest congestion occurring on Stadium Boulevard near I-70 in Columbia. Other arterials such as Providence Road in Columbia and Kansas Expressway (MO 13) and US 160 in Springfield also experienced significant traffic during peak periods.

OPERATE A RELIABLE AND CONVENIENT TRANSPORTATION SYSTEM

Reliability of Travel Times for Freeways St. Louis Metro Area

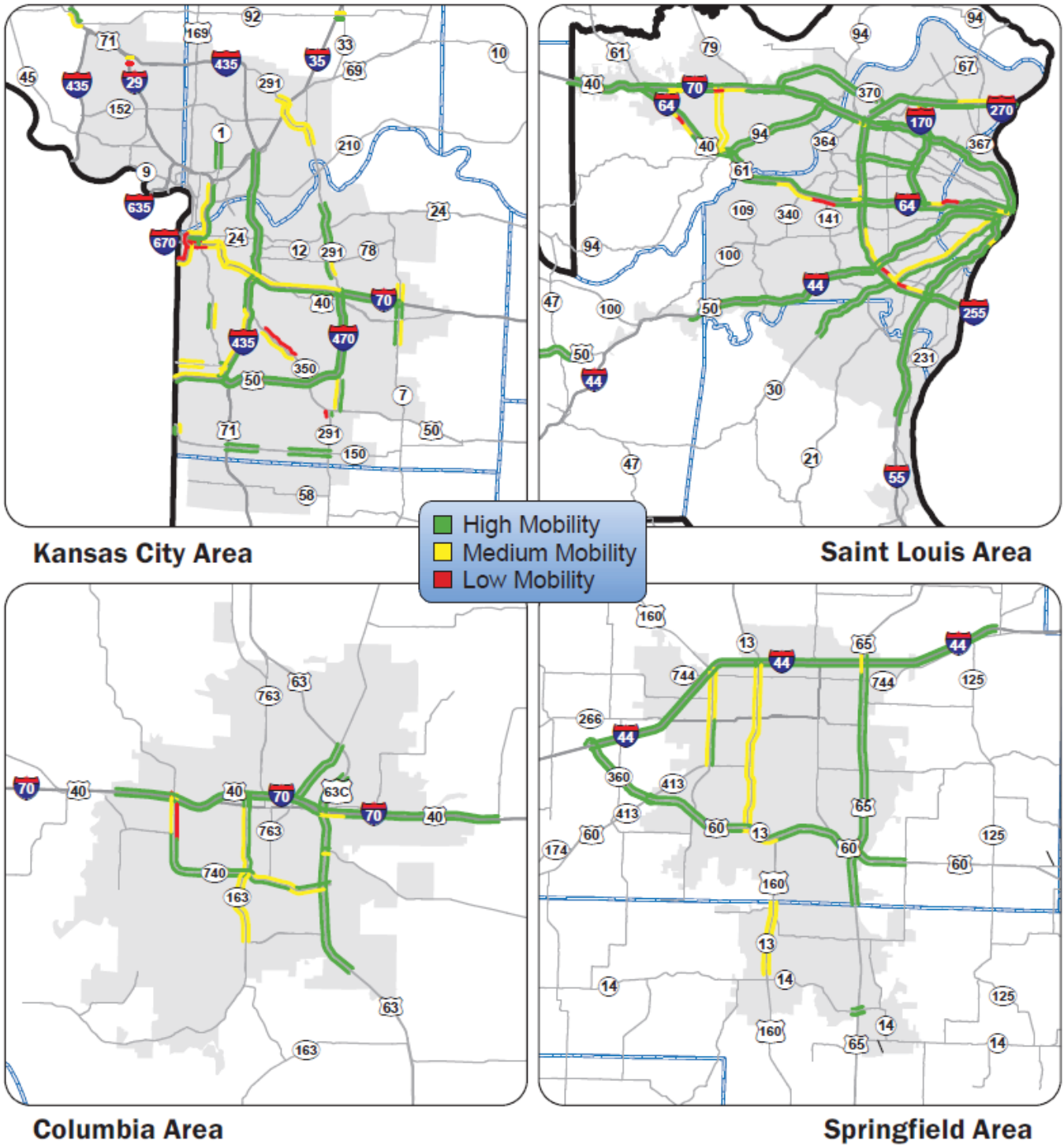


Reliability of Travel Times for Freeways Kansas City Metro Area



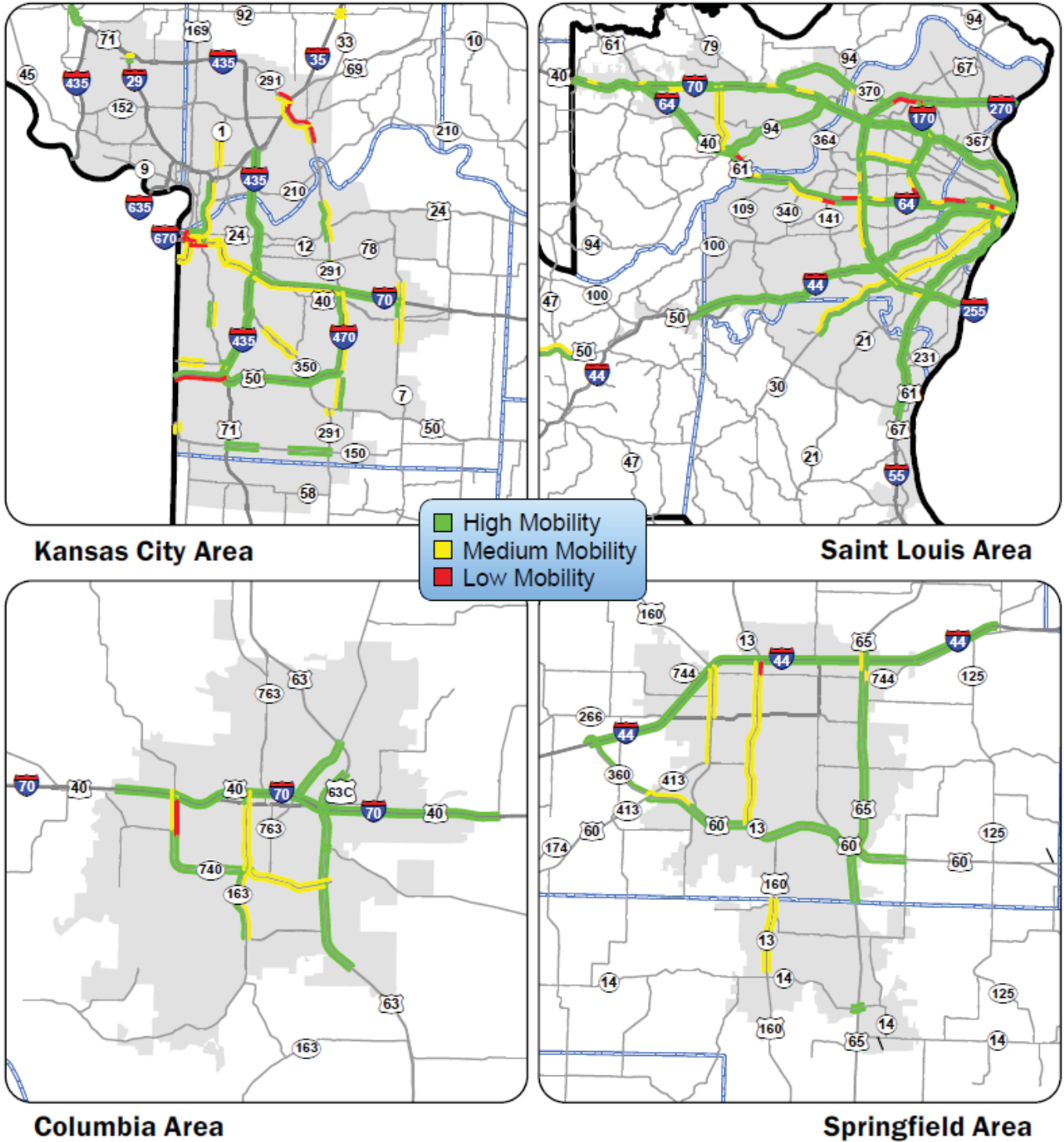
OPERATE A RELIABLE AND CONVENIENT TRANSPORTATION SYSTEM

AM Mobility



OPERATE A RELIABLE AND CONVENIENT TRANSPORTATION SYSTEM

PM Mobility



RESULT DRIVER:

Paula Gough,
District Engineer

OPERATE A RELIABLE AND CONVENIENT TRANSPORTATION SYSTEM

MAP-21

MEASUREMENT DRIVER:

Jeanne Olubogun,
District Traffic Engineer

PURPOSE OF THE MEASURE:

This measure tracks the annual cost and impact of traffic congestion to motorists in the areas of motorist delay, travel time, excess fuel consumed per auto commuter and congestion cost per auto commuter.

MEASUREMENT AND DATA COLLECTION:

The Texas A&M Transportation Institute annually produces the Urban Mobility Report. In the 2012 report, there are hundreds of speed data points on almost every mile of major road in urban America for almost every 15-minute period of the average day. This means 600 million speeds on 875,000 miles across the U.S. – an enormous amount of information to analyze congestion patterns and accurately determine what solutions can be targeted to specific areas. This measure will use that data to evaluate the St. Louis and Kansas City metro areas as compared to the established average of other large urban areas around the country.

Cost and impact of traffic congestion-5b

Recurring congestion occurs at regular times, although the traffic jams are not necessarily consistent day-to-day. Nonrecurring congestion is an unexpected traffic crash or natural disaster that affects traffic flow. When either occurs, the time required for a given trip becomes unpredictable. This unreliability is costly for commuters and truck drivers moving goods which results in higher prices to consumers.

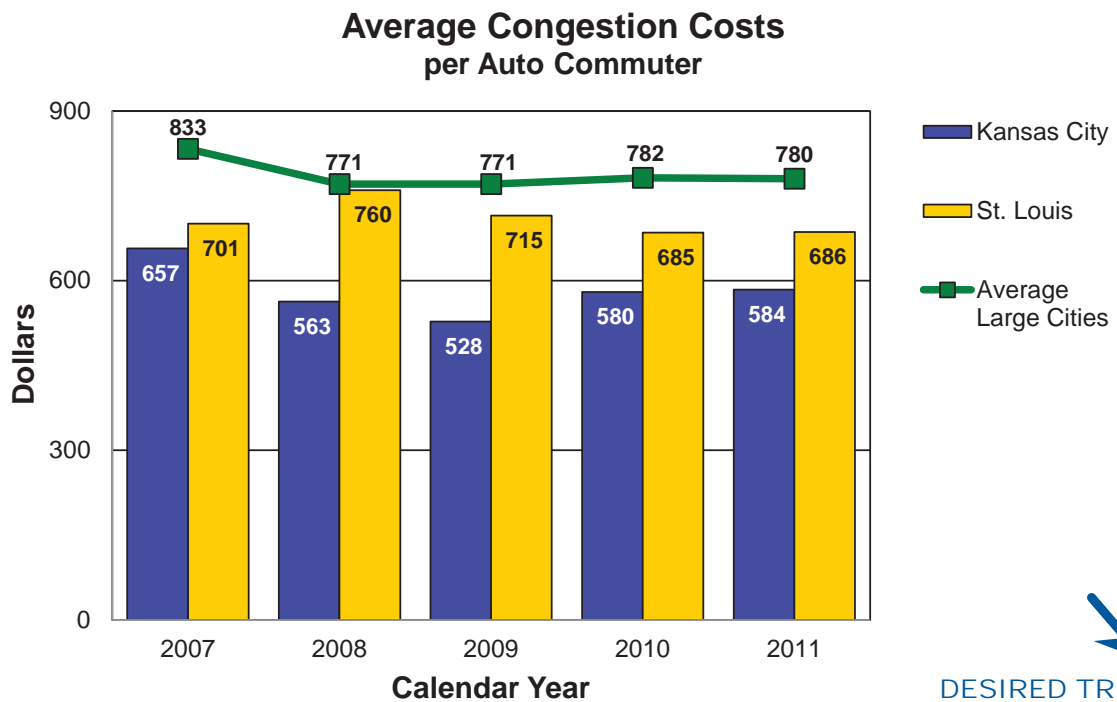
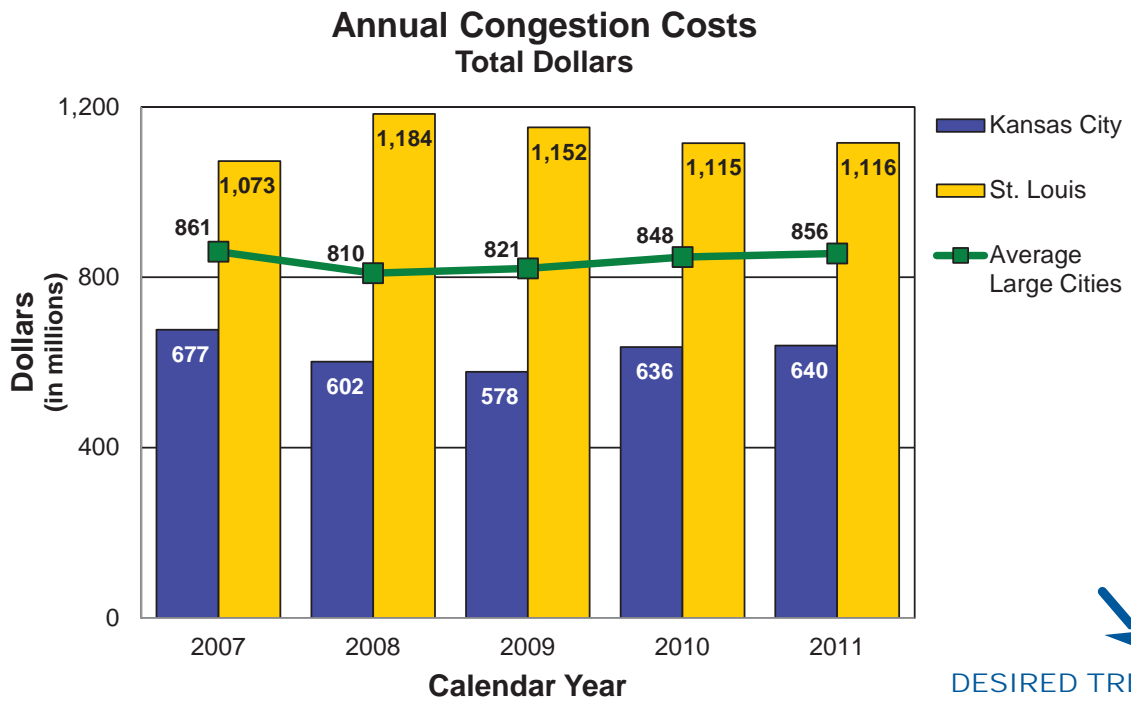
The Kansas City and St. Louis metro regions both fall within the category of large urban areas, according to the Urban Mobility Report. Large urban areas have populations between one million and three million people. Other cities considered to be large urban areas include Minneapolis-St. Paul, Nashville, Indianapolis, Milwaukee and Louisville.

The annual congestion cost totals and the annual congestion cost per auto commuter for Kansas City both follow a similar trend. There is a slight decrease from 2007 to 2009 and a slight increase since 2009. In St. Louis, both measures show a slight increase in 2008 and a slight decrease through 2010.

While the desired trend for both costs is downward, challenges exist in both regions to continue toward this desired outcome. A comprehensive look at congestion is needed, and looking beyond typical solutions of adding capacity is a must. As the department adapts to shrinking revenue streams, the capacity for adding projects will be scarce. Using smarter technology to help guide motorists is a must. Still, the desired outcome is lower congestion costs and an indication that traffic is moving more efficiently.



OPERATE A RELIABLE AND CONVENIENT TRANSPORTATION SYSTEM



RESULT DRIVER:
Paula Gough,
District Engineer

MEASUREMENT
DRIVER:
Jason Sims,
Traffic Center Manager

PURPOSE OF
THE MEASURE:
This measure is used to
determine the trends in inci-
dent clearance on the state
highway system.

MEASUREMENT
AND DATA
COLLECTION:
Advanced Transportation
Management Systems are
used by the Kansas City
and St. Louis traffic man-
agement centers to record
incident start time and the
time when all lanes are
declared cleared.

OPERATE A RELIABLE AND CONVENIENT TRANSPORTATION SYSTEM

Average time to clear traffic incident-5c

A traffic incident is an unplanned event that blocks travel lanes that temporarily reduces the number of vehicles that can travel on the road. The faster an incident is cleared is essential to the highway system returning back to normal conditions. Therefore, responding to and quickly addressing the incident (crashes, flat tires and stalled vehicles) improves system performance.

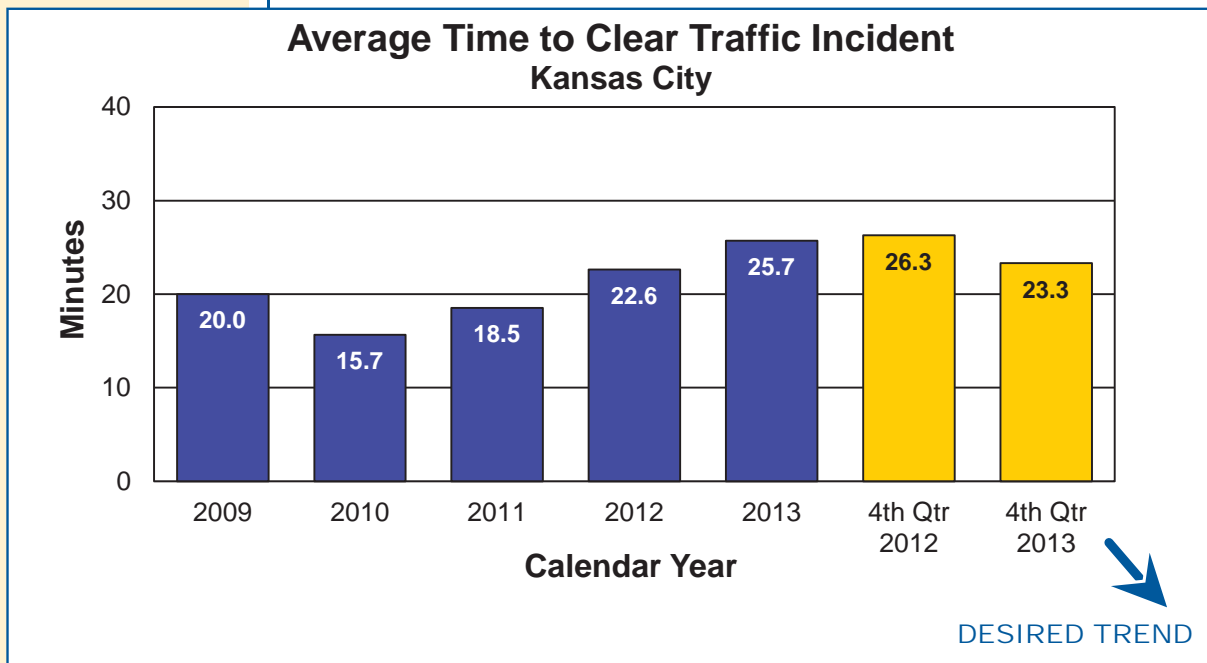
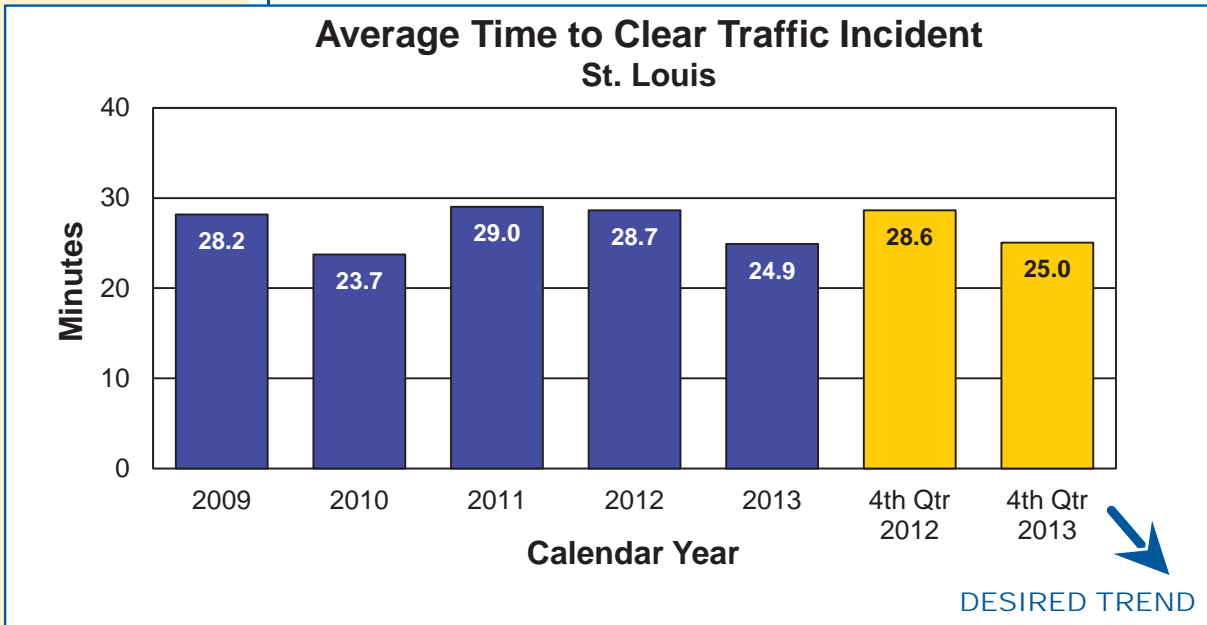
St. Louis recorded 747 incidents in October, 643 in November, and 611 in December. The average time to clear traffic accidents was 25 minutes, a slight decrease of 1 percent compared to the fourth quarter of 2012.

Kansas City recorded 744 incidents in October, 644 in November, and 653 in December. The average time to clear traffic incidents was 23.3 minutes, a slight decrease of 1 percent from the fourth quarter of 2012.

St. Louis and Kansas City have demonstrated quick clearance of incidents with yearly averages of 24.9 minutes and 25.7 minutes respectively.



OPERATE A RELIABLE AND CONVENIENT TRANSPORTATION SYSTEM



RESULT DRIVER:
Paula Gough,
District Engineer

MEASUREMENT
DRIVER:
Rick Bennett,
Traffic Liaison Engineer

PURPOSE OF
THE MEASURE:
This measure tracks the
closures on Interstate 70
and Interstate 44 due to
various traffic impacts.

MEASUREMENT
AND DATA
COLLECTION:
The interstate route clo-
sures that have an actual
or expected duration of
30 minutes or more are
entered into MoDOT's
Transportation Management
System for display on the
Traveler Information Map on
MoDOT's website.

OPERATE A RELIABLE AND CONVENIENT TRANSPORTATION SYSTEM

Traffic impact closures on major interstate routes-5d

Interstates are the arteries that connect our nation and keep people and commerce flowing. When they shut down in Missouri, the country is cut in half. Keeping interstates free-flowing is a top priority for MoDOT, but sometimes nature and vehicle crashes affect the department's ability to keep the interstates moving. During this review period, Missouri experienced several significant closure events.

Interstate 70 eastbound lanes were closed on Nov. 10 near the Wright City rest area due to a pedestrian fatality. Westbound I-70 was closed two hours at exit 121 on Nov. 4 for a crash on the Missouri River Bridge near Boonville. On Nov. 19, all eastbound lanes of I-70 were closed nearly two hours near St. Louis Ave. to investigate a drive-by shooting. On Dec. 14, a portion of I-70 eastbound in St. Charles County was closed due to winter weather.

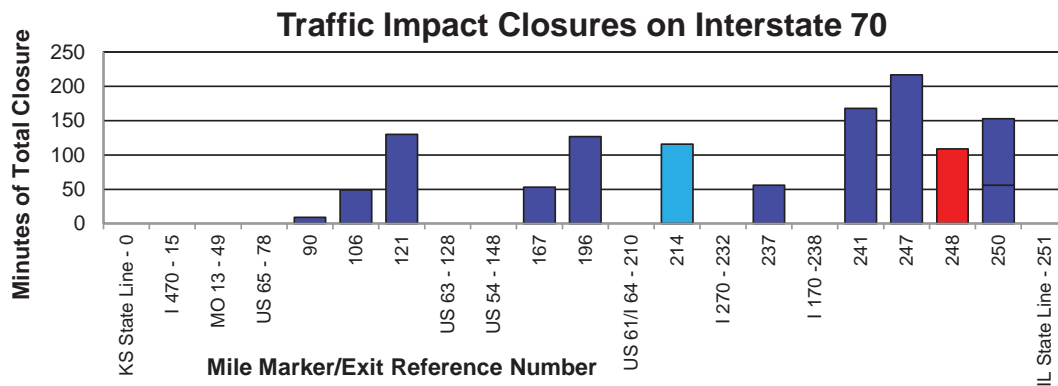
Interstate 70 in St. Louis City had three long-term closures in this reporting period. The eastbound lanes were closed 3.5 hours at Salisbury Street for a single vehicle fatality on Oct. 1. On Oct. 30, all eastbound lanes were closed 1.5 hours just before I-55 due to a multivehicle crash involving a commercial motor vehicle and numerous passenger vehicles. On Nov. 9, all westbound lanes of I-70 were closed over 1.5 hours near Lucas and Hunt to work multiple incidents involving a tour bus and passenger cars.

On Interstate 44, there were several long-term closures that occurred during winter weather events. On Dec. 5, all westbound lanes were closed 1.5 hours in Phelps County due to numerous vehicles losing control near Jerome. On Dec. 6, all eastbound lanes in Webster County were closed 1.5 hours for multiple slide-off and loss of control crashes. On Dec. 14, all eastbound lanes were closed about 4.5 hours near Jerome to clear multiple slide-off and loss of control crashes.

On Dec. 13, a multiple vehicle fatal crash closed all eastbound lanes of I-44 about 3.5 hours near Halltown. On Oct. 31, all lanes in both directions were closed in Phelps County near Rolla for a commercial motor vehicle crash and fire. On Oct. 27, eastbound I-44 was closed in St. Louis County near Bowles Ave. about 4.5 hours due to a pedestrian fatality. On Dec. 13, near Bowles Ave., all westbound lanes were closed for a multiple vehicle fatality. In St. Louis City, on Dec. 14, all eastbound lanes were closed due to a fatal crash involving a passenger vehicle and commercial motor vehicle.

During this reporting period most of the long-term closures were either related to winter weather or fatality crashes, which required incident reconstruction. MoDOT continues to work with all emergency responders to minimize the delay caused by closures on our Interstate System.

OPERATE A RELIABLE AND CONVENIENT TRANSPORTATION SYSTEM



■ Other (Planned)
 ■ Police Emergency
 ■ Vehicle Crash
 ■ Winter Weather Closure/Flood Closure
 ■ Utility/Bridge/Roadway Damage/Debris

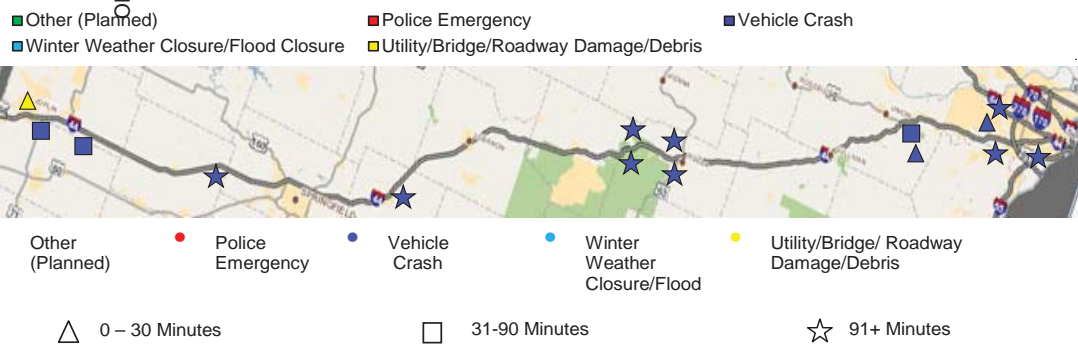
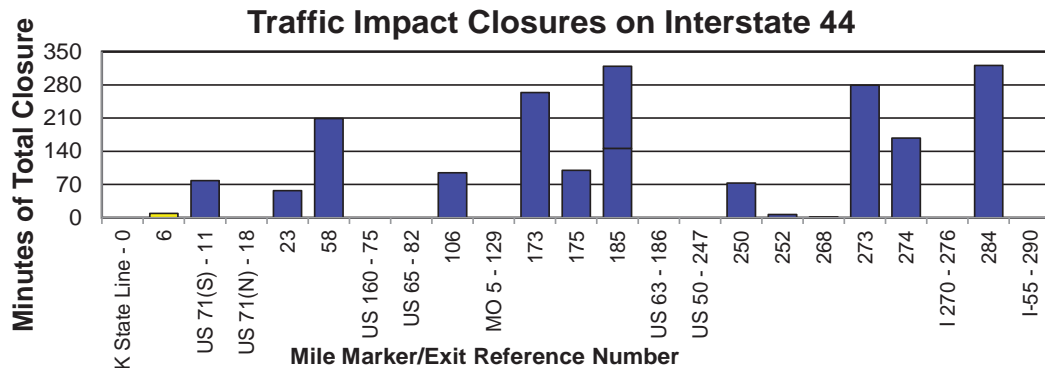


● Other (Planned)
 ● Police Emergency
 ● Vehicle Crash
 ● Winter Weather Closure/Flood
 ● Utility/Bridge/ Roadway Damage/Debris

▲ 0 – 30 Minutes
 ■ 31-90 Minutes
 ★ 91+ Minutes

SYMBOL	COUNTY	DIR	MILE MARKER	START DATE	TYPE	DURATION (H:MM)
▲	COOPER	W	89.55	27-Oct-13	VEHICLE CRASH	0:09
■	COOPER	W	106.26	24-Nov-13	VEHICLE CRASH	0:49
★	BOONE	W	121.23	04-Nov-13	VEHICLE CRASH	2:10
■	MONTGOMERY	E	167.17	21-Oct-13	VEHICLE CRASH	0:53
★	WARREN	E	196.63	10-Nov-13	VEHICLE CRASH	2:07
★	ST. CHARLES	E	214.96	14-Dec-13	WINTER WEATHER CLOSURE	1:56
■	ST. LOUIS	E	237.57	30-Oct-13	VEHICLE CRASH	0:56
★	ST. LOUIS	W	241.76	09-Nov-13	VEHICLE CRASH	2:48
★	ST. LOUIS CITY	E	247.82	01-Oct-13	VEHICLE CRASH	3:37
★	ST. LOUIS CITY	E	248.81	19-Nov-13	POLICE EMERGENCY	1:49
★	ST. LOUIS CITY	E	250.47	30-Oct-13	VEHICLE CRASH	1:37
■	ST. LOUIS CITY	E	250.47	22-Oct-13	VEHICLE CRASH	0:56

OPERATE A RELIABLE AND CONVENIENT TRANSPORTATION SYSTEM



SYMBOL	COUNTY	DIR	MILE MARKER	START DATE	TYPE	DURATION (H:MM)
▲	NEWTON	W	6.33	11-Oct-13	BRIDGE DAMAGE	0:01
■	JASPER	E	11.85	20-Oct-13	VEHICLE CRASH	1:18
■	JASPER	E	23.68	29-Nov-13	VEHICLE CRASH	0:57
★	LAWRENCE	E	58.40	13-Dec-13	VEHICLE CRASH	3:29
★	WEBSTER	E	106.22	06-Dec-13	VEHICLE CRASH	1:35
★	PHELPS	E	173.36	14-Dec-13	VEHICLE CRASH	4:24
★	PHELPS	W	175.76	05-Dec-13	VEHICLE CRASH	1:40
★	PHELPS	W	185.58	31-Oct-13	VEHICLE CRASH	2:53
★	PHELPS	E	185.84	31-Oct-13	VEHICLE CRASH	2:26
■	FRANKLIN	E	250.63	06-Nov-13	VEHICLE CRASH	1:13
▲	FRANKLIN	E	252.00	20-Nov-13	VEHICLE CRASH	0:07
▲	ST. LOUIS	W	268.01	05-Dec-13	VEHICLE CRASH	0:02
★	ST. LOUIS	E	273.97	27-Oct-13	VEHICLE CRASH	4:39
★	ST. LOUIS	W	274.00	13-Dec-13	VEHICLE CRASH	2:48
★	ST. LOUIS CITY	E	284.17	14-Dec-13	VEHICLE CRASH	5:21

RESULT DRIVER:
Paula Gough,
District Engineer

MEASUREMENT
DRIVER:
Jason Vanderfeltz,
Design Liaison Engineer

PURPOSE OF
THE MEASURE:
Work zones are designed
to allow the public to travel
through work areas safely
with minimal disruptions.
This measure indicates how
well significant work zones
perform.

MEASUREMENT
AND DATA
COLLECTION:
Work zone impacts are
collected by MoDOT staff
driving through work zones,
conducting visual observa-
tions or using automated
data collection. An impact
is defined as the additional
time a work zone adds to
normal travel. They are cat-
egorized into three levels: a
minor impact lasts less than
10 minutes; a moderate im-
pact lasts 10 to 14 minutes;
and a major impact lasts 15
minutes or more.

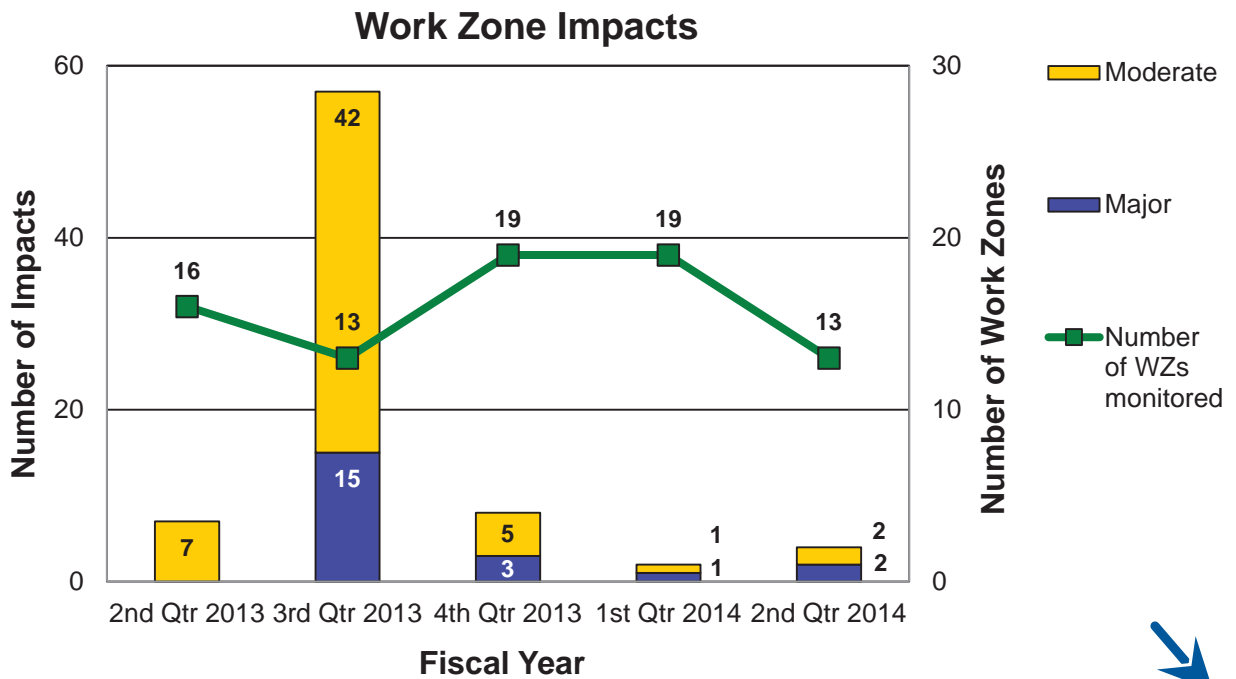
OPERATE A RELIABLE AND CONVENIENT TRANSPORTATION SYSTEM

Work zone impacts to the traveling public-5e

Motorists want to get through work zones with as little inconvenience as possible. Based on work zone surveys received this quarter, 69 percent are satisfied with timeliness when traveling in a work zone. MoDOT makes efforts to minimize the travel impacts by shifting work to nighttime hours or during times when there are fewer impacts to the traveling public. The department monitored 13 significant work zones this quarter, with major impacts showing a 100 percent increase and moderate impacts showing a 100 percent increase.



OPERATE A RELIABLE AND CONVENIENT TRANSPORTATION SYSTEM



DESIRED TREND

RESULT DRIVER:
Paula Gough,
District Engineer

OPERATE A RELIABLE AND CONVENIENT TRANSPORTATION SYSTEM

MAP-21

MEASUREMENT DRIVER:

Mike Henderson,
Transportation Planning
Specialist

PURPOSE OF THE MEASURE:

This measure tracks concentrations of pollutants in on-road mobile source emissions. In other words, the department is tracking pollution caused by vehicles on the roads.

MEASUREMENT AND DATA COLLECTION:

MoDOT is still determining what pollutants to track and what concentration levels will align with the U.S. Environmental Protection Agency's air quality standards. At this time, the department collects data on oxides of nitrogen, volatile organic compounds, fine particulate matter and carbon monoxide. Because this measure is part of the latest federal surface transportation act's performance requirements, guidance for measurement and data collection will be established by 2015.

Effectiveness of improving air quality-5f

MoDOT is committed to improving air quality through modifying its daily operations, incorporating employee actions and education, providing information to the public, leading air quality improvements, managing congestion to reduce emissions, providing alternative choices for commuters and promoting the use of environmentally friendly fuels and vehicles.

Effectiveness of Improving Air Quality

UNDER DEVELOPMENT

RESULT DRIVER:
Paula Gough,
District Engineer

MEASUREMENT
DRIVER:
Tim Chojnacki,
Maintenance Liaison
Engineer

PURPOSE OF
THE MEASURE:
This measure tracks the
amount of time needed to
perform MoDOT's snow and
ice removal efforts.

MEASUREMENT
AND DATA
COLLECTION:
For major highways and
regionally significant
routes, the objective is to
restore them to a mostly
clear condition as soon as
possible after the storm
has ended. MoDOT calls
these "continuous opera-
tions" routes. State routes
with lower traffic volumes
should be opened to two-
way traffic and treated with
salt or abrasives at critical
areas such as intersections,
hills and curves. These are
called "non-continuous op-
erations" routes. After each
winter event, maintenance
personnel submit reports
indicating how much time it
took to meet the objectives
for both route classifica-
tions.

OPERATE A RELIABLE AND CONVENIENT TRANSPORTATION SYSTEM

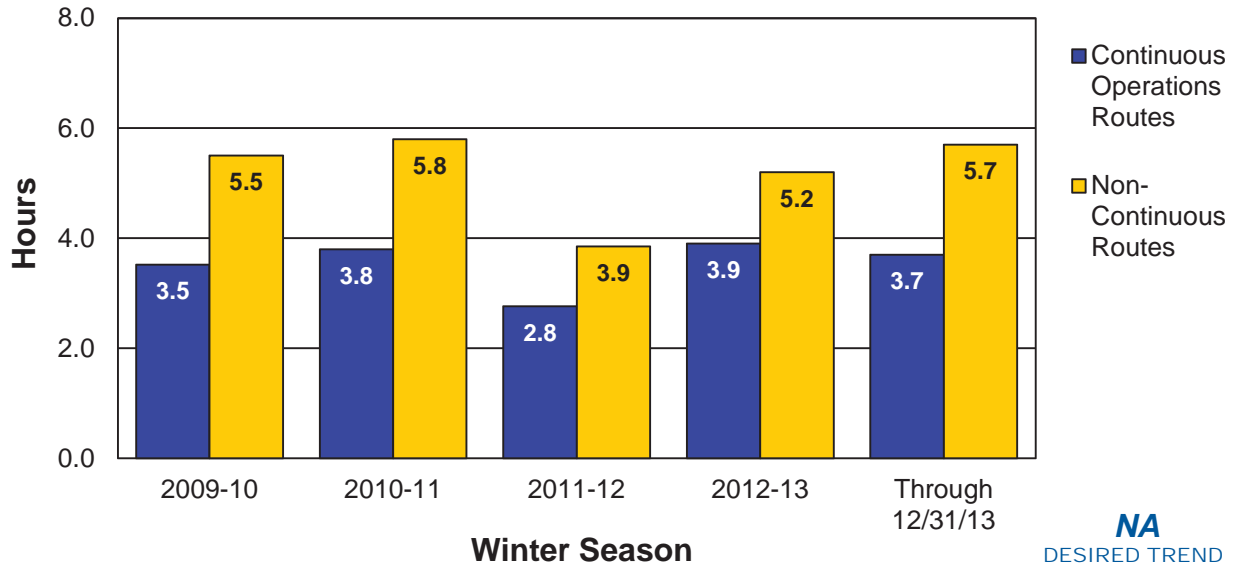
Time to meet winter storm event performance objectives-5g

Knowing the time it takes to clear roads after a winter storm can help the department better analyze the costs associated with that work. MoDOT's response rate to winter events provides good customer service for the traveling public while keeping costs as low as possible. This winter of has brought several events to the state already in December. It took an average of 3.7 hours to meet MoDOT's objective for continuous operations routes, and an average of 5.7 hours for non-continuous routes. These numbers compare favorably with past years, however crews worked over 295,000 hours fighting these snow and ice events at a cost of \$25 million through the end of December. Winter operations, on average, cost about \$42 million dollars per year. The money and time spent on clearing the roads of ice and snow means funds are not available to maintain the roadways in the spring, such as surface improvements, sign repair, brush cutting and drainage work. The average snowfall data is not available this quarter and will be updated in April 2014.

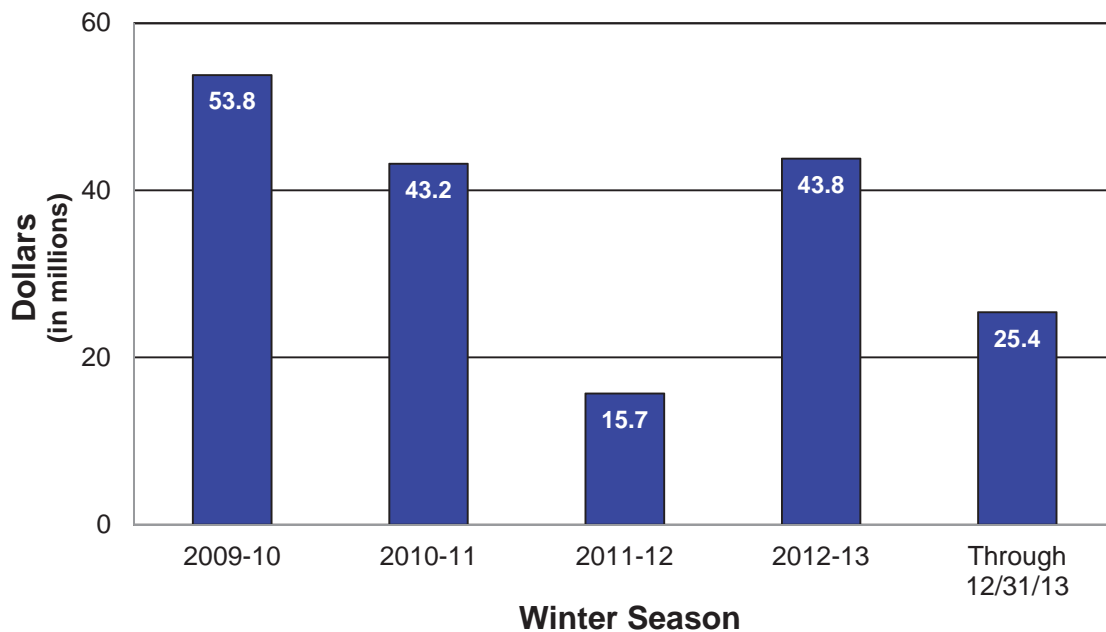


OPERATE A RELIABLE AND CONVENIENT TRANSPORTATION SYSTEM

Time to Meet Winter Storm Event Performance Objectives



Average Cost of Winter Operations



RESULT DRIVER:
Paula Gough,
District Engineer

MEASUREMENT
DRIVER:
Ron Effland, Non-motorized
Transportation Engineer

PURPOSE OF
THE MEASURE:
This measure tracks Mo-
DOT's investment in pedes-
trian facilities and progress
toward removing barriers.
Accessibility needs occur
both within the right of way
in features such as side-
walks and traffic signals and
within department buildings,
parking lots and restrooms.
Removal of the barriers
listed in MoDOT's 2010
Transition Plan is required
as part of the department's
compliance with the Ameri-
cans with Disabilities Act.

MEASUREMENT
AND DATA
COLLECTION:
Tracking of MoDOT's
investment in pedestrian fa-
cilities is done by collecting
awarded contract amounts
for the 20 most common
construction elements used
on pedestrian projects each
year.

Transition Plan progress is
based upon completed work
that has corrected defective
items reported in the August
2010 Transition Plan inven-
tory. The dollar amounts
are based on unadjusted
estimates from 2008 and
will not reflect actual expen-
ditures. This avoids impacts
from inflation or changing
field conditions.

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Bike/pedestrian and ADA transition plan improvements-5h

MoDOT's current Transition Plan reported an inventory of needed ADA improvements totaling more than \$151 million. MoDOT strives to improve pedestrian travel by considering ADA needs and accessibility issues on all projects. MoDOT has been responsive to public requests for new facilities and has been proactive in many areas to make systematic improvements when opportunities arise and limited funding allows.

An increased investment in pedestrian facilities is needed to provide a more comprehensive transportation system that meets the expectations of all users. Unfortunately, a dwindling revenue stream at both state and federal levels makes it very difficult to even maintain existing facilities. Additional funding sources will need to be developed before significant progress can be made in developing the additional pedestrian and bicycling facilities that Missourians desire.

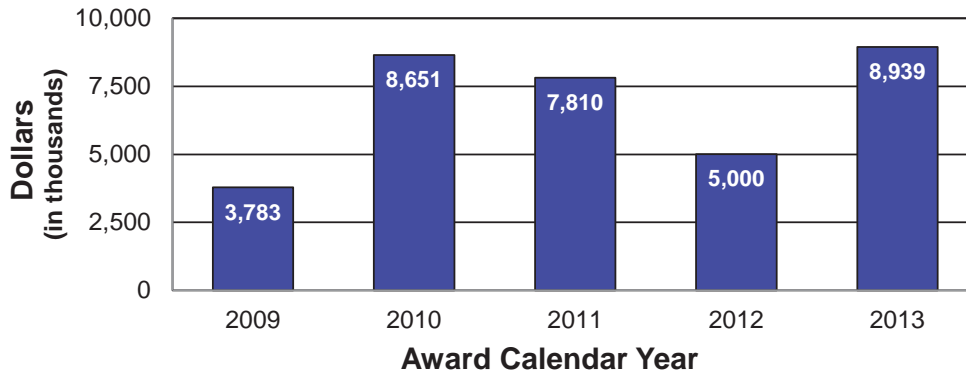
Reporting of progress made in Transition Plan improvements appears to have fallen sharply in 2013. As projects close out over the winter months, reporting was expected to show significantly more progress than the report does at this time.

MoDOT increased its annual investment in pedestrian facilities during 2013 by 79 percent over previous year. The increase is a direct result of a re-newed commitment to improving pedestrian facilities in the state.



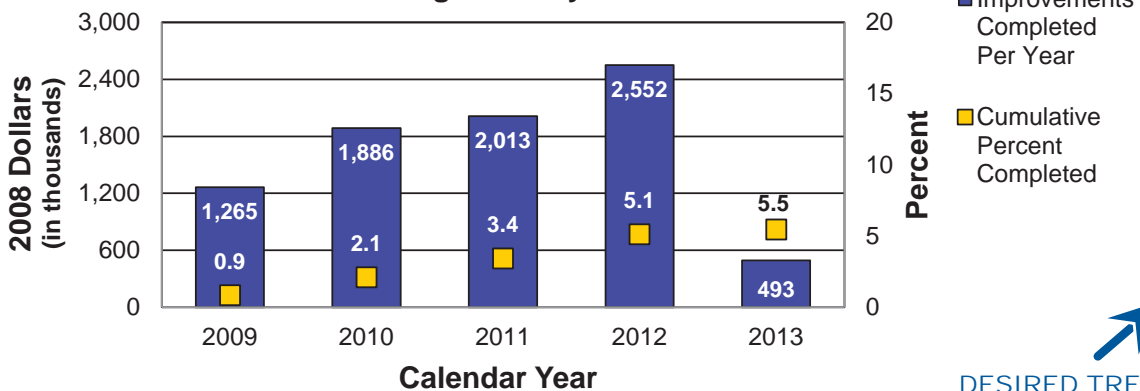
OPERATE A RELIABLE AND CONVENIENT TRANSPORTATION SYSTEM

Investment in Pedestrian Facilities Based on Contract Awards



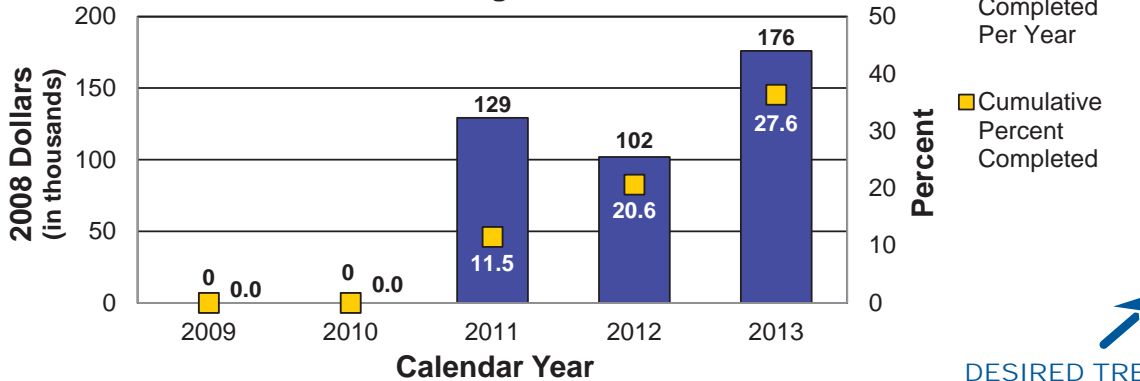
DESIRED TREND

Progress Toward Completion of Transition Plan Right of Way



DESIRED TREND

Progress Toward Completion of Transition Plan Building Facilities



DESIRED TREND

RESULT DRIVER:

Paula Gough,
District Engineer

MEASUREMENT DRIVER:

Amy Ludwig,
Administrator of Aviation

PURPOSE OF THE MEASURE:

This measure tracks passenger use of modes other than highways in Missouri.

MEASUREMENT AND DATA COLLECTION:

Airline passenger counts are obtained from the Federal Aviation Administration and from individual airports. Washington is the benchmark due to its comparable population. Ferry passenger data is compiled from the New Bourbon and Mississippi County ferryboats, services owned and operated by Missouri public port authorities. Amtrak supplies Missouri River Runner passenger counts. Urban and rural transit services provide transit passenger data, with Wisconsin as the benchmark. Aviation and transit data is updated annually – in January and October, respectively – while ferryboat and rail data is updated quarterly.

OPERATE A RELIABLE AND CONVENIENT TRANSPORTATION SYSTEM

Use and connectivity of modes of transportation-5i

Planes, trains, ferries and transit options are vital means of transport for Missourians. Alternative modes of transportation connect Missourians to work, health care and other necessary activities. They also are used to grow Missouri's economy and create jobs. Missouri's current transportation funding for these modes is inadequate and unreliable. As revenues continue to decline, the state is increasingly unable to meet even a portion of the existing needs for these important transportation system components.

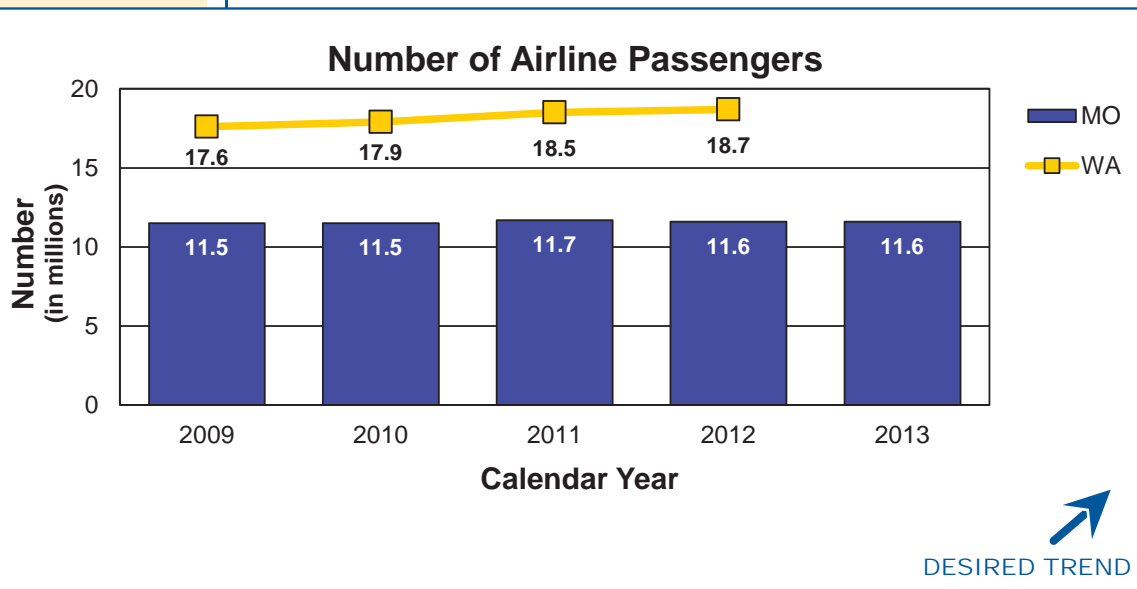
Passengers are slowly returning to commercial airline travel and transit services following recession-related downturns. Bad economic times drive customers away from air travel and can cause cutbacks in transit services. The number of airline passengers in 2012 decreased slightly to the same levels as seen in 2009 and 2010, and preliminary estimates for calendar year 2013 suggest passenger enplanements have not increased. Metro transit ridership held relatively stable, while non-metro transit ridership in some regions decreased slightly in fiscal year 2013 to levels similar to 2010 and 2011.

In the second quarter of fiscal year 2014, the number of ferry boat passengers slightly decreased compared to the same period a year earlier. This decrease was primarily due to an increase in days that the New Bourbon ferry was closed due to low-water levels. Maintaining ferry service helps alleviate travel time and expenses for travelers who otherwise would have to drive substantially farther to use Mississippi River bridge crossings to reach their destinations.

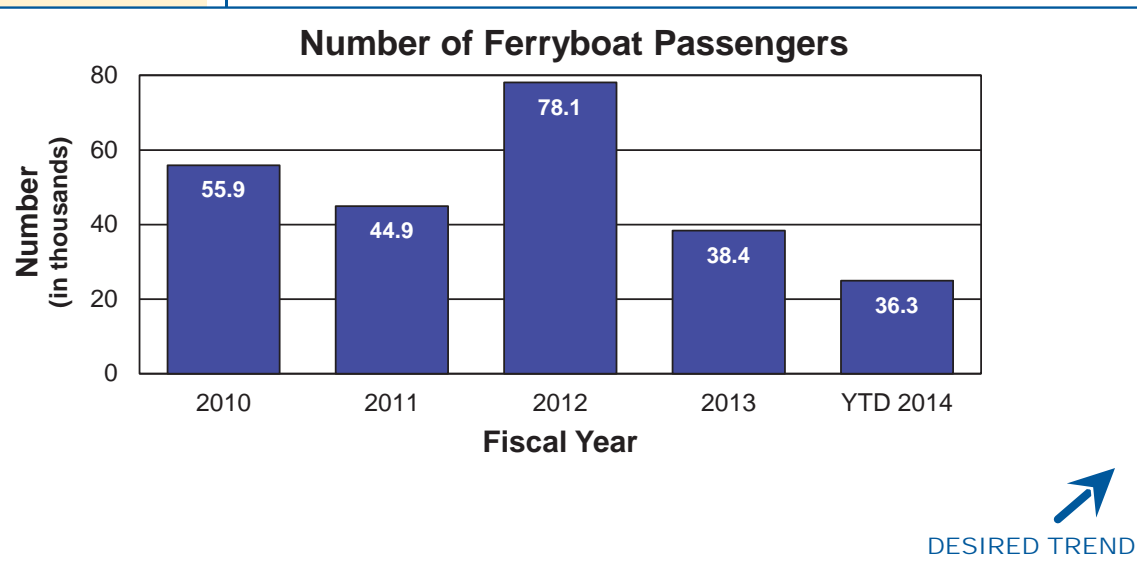
Ridership remains steady on Missouri River Runner trains during the second quarter of fiscal year 2014, and year-to-date ridership is up 1.5 percent.

MoDOT continues to support these travel modes by administering federal and state inspection, construction and operational programs, assisting with advocacy efforts and educating the public about the benefits these services provide.

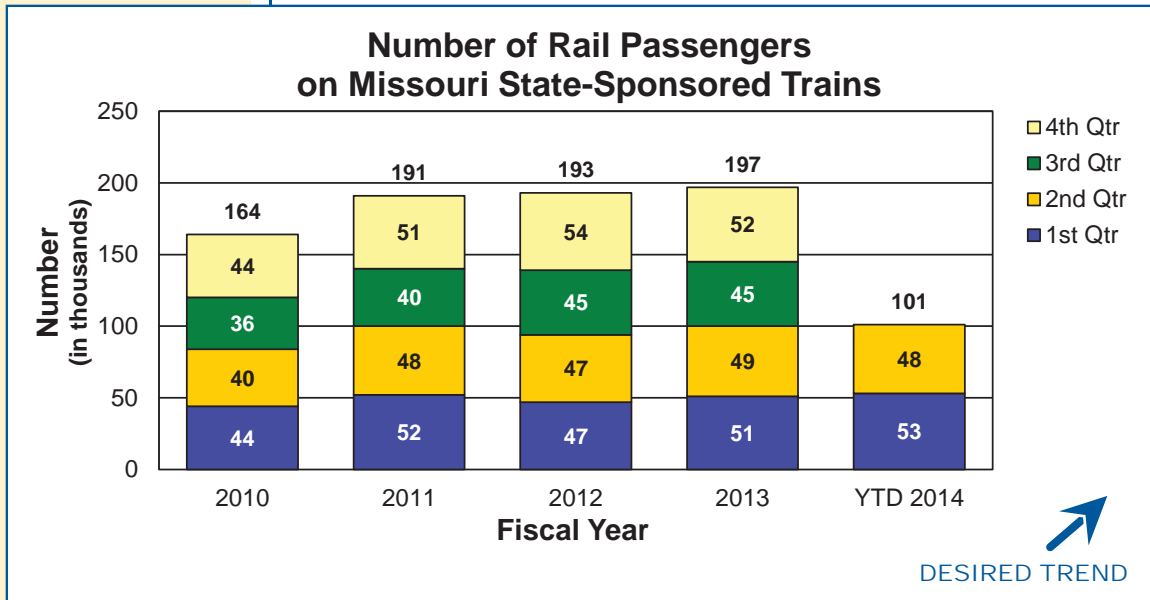
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*2013 data is based on preliminary individual airport statistics.
FAA publishes data in October for the preceding year.



OPERATE A RELIABLE AND CONVENIENT TRANSPORTATION SYSTEM



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USE RESOURCES WISELY

Brenda Morris, Financial Services Director

 **Tracker**

MEASURES OF DEPARTMENTAL PERFORMANCE



MoDOT has access to many resources including people, funding, supplies and equipment. Taxpayers trust MoDOT is a good steward of these limited resources while limiting the impact on our environment. We are accountable for everything we do.

RESULT DRIVER:
Brenda Morris,
Financial Services Director

USE RESOURCES WISELY

MEASUREMENT DRIVER:
Steve Meystrik, Special
Projects Coordinator

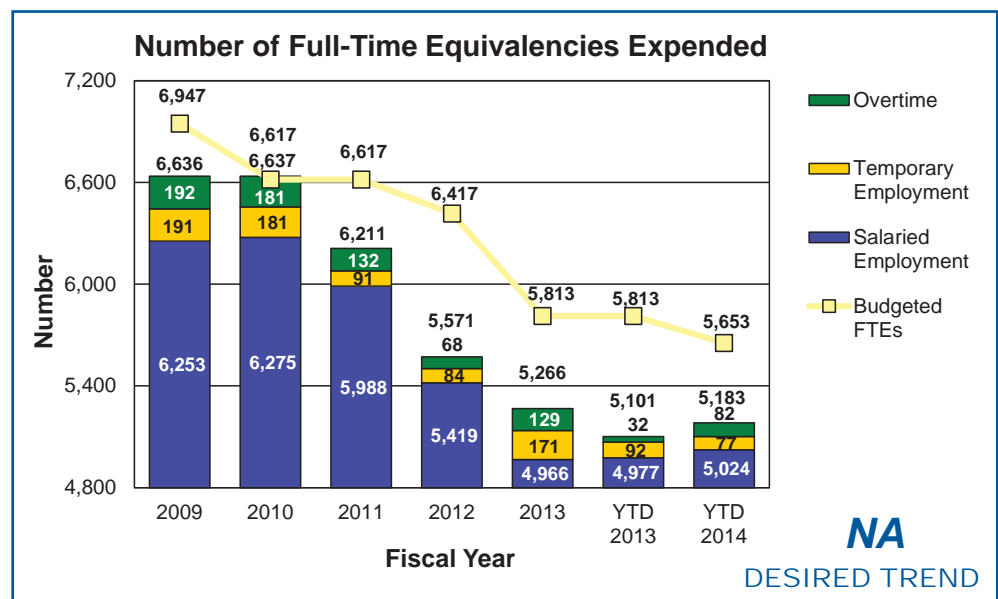
PURPOSE OF THE MEASURE:
This measure tracks the change in the number of full-time equivalencies (FTEs), a calculation of hours, expended within the department and compares it to the number of FTEs in the legislative budget.

MEASUREMENT AND DATA COLLECTION:
This measure converts the regular hours worked or on paid leave of temporary and salaried employees, as well as overtime worked (minus any hours that are flexed during the workweek), to FTEs. In order to calculate FTEs, the total number of hours worked or on paid leave is divided by 2,080. For comparison purposes, we annualize the data for salaried employment, whereas temporary employment and overtime data represent actual year-to-date calculations. Salaried headcount is different than FTEs and is not included in the chart.

Number of full-time equivalencies expended-6a

Having the right size staff to provide outstanding customer service and respond to the state's transportation needs, especially during emergency situations, is an important part of MoDOT's efforts to use resources wisely. Due to projected funding shortfalls, MoDOT has reduced the number of salaried employees since 2008, and has fallen below its targeted employment level of 5,106 full-time employees. MoDOT has made some progress and continues the challenging task of reaching its targeted employment level.

In the first half of fiscal year 2014, FTE levels for overtime increased compared to the same time last year due to winter weather and flooding events. FTEs for temporary employment have decreased because some seasonal maintenance workers were hired to full-time maintenance positions. These conversions to full-time employment, as well as the hiring of other full-time employees needed to reach targeted staffing levels, resulted in an increase in FTEs expended for salaried employment compared to last year at this time.



RESULT DRIVER:
Brenda Morris,
Financial Services Director

USE RESOURCES WISELY

MEASUREMENT
DRIVER:
Paul Imhoff,
Compensation Manager

PURPOSE OF
THE MEASURE:
This measure tracks the
level of employee satisfac-
tion throughout the depart-
ment at specific points in
time.

MEASUREMENT
AND DATA
COLLECTION:
Employee satisfaction is
measured with an annual
employee survey. Em-
ployees rate items related
to their satisfaction with
MoDOT using a five-point
scale, with one indicating
low satisfaction and five
indicating high satisfaction.

Level of job satisfaction-6b

MoDOT is currently working with an external vendor to develop a new employee survey to be launched in March 2014. MoDOT wants employees to be satisfied with their work and workplace, and feel like they are a good fit for their jobs, and within MoDOT's culture. High employee satisfaction can be a driver of positive overall organizational performance. The more satisfied and engaged employees are with the workplace, the more discretionary effort they are willing to put forth on the job.



Level of Job Satisfaction



RESULT DRIVER:
Brenda Morris,
Financial Services Director

MEASUREMENT
DRIVER:
Aaron Kincaid,
Employment Manager

PURPOSE OF
THE MEASURE:
This measure tracks the
percentage of employees
who leave MoDOT an-
nually and compares the
department's voluntary and
involuntary turnover rate to
benchmarked data.

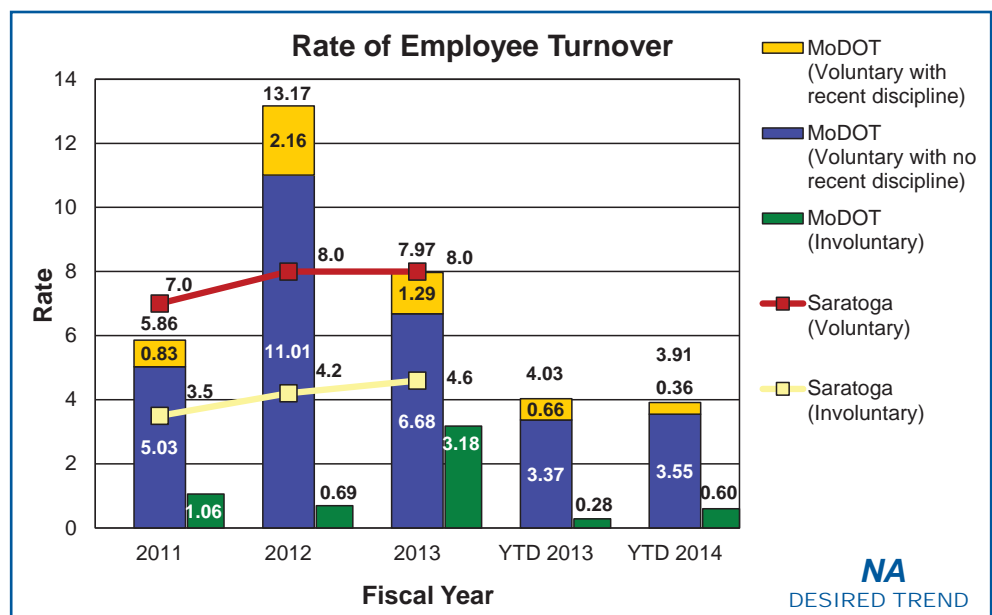
MEASUREMENT
AND DATA
COLLECTION:
Voluntary turnover includes
resignations and retire-
ments. Involuntary turnover
reflects dismissals. The
data is collected statewide
to assess overall employee
turnover. Comparison data
is collected from vari-
ous sources annually. For
benchmarked data, Sara-
toga Institute surveys more
than 300 organizations
representing a wide variety
of industries.

USE RESOURCES WISELY

Rate of employee turnover-6c

When employees leave MoDOT, the department loses a large investment in recruiting, hiring, and training its workforce. Historically, MoDOT has a relatively low employee turnover rate, which relates to the high percentage of employees who stay until retirement. While some turnover is desired, such as releasing poor performers, MoDOT needs to retain a great workforce that has the knowledge and specialized skills to deliver the department's commitments and provide outstanding customer service.

During the first two quarters of fiscal year 2014, voluntary turnovers gradually returned to more historically normal statewide rates (73 retirements and 123 resignations). Involuntary turnovers also have returned to normal statewide rates with 27 involuntary separations (dismissals) so far in fiscal year 2014.



RESULT DRIVER:
Brenda Morris,
Financial Services Director

USE RESOURCES WISELY

MEASUREMENT
DRIVER:
Kelly Wilson,
Resource Management
Specialist

PURPOSE OF
THE MEASURE:
This measure shows the
precision of state and fed-
eral revenue projections.

MEASUREMENT
AND DATA
COLLECTION:
State revenue for roads and
bridges include motor fuel
taxes, motor vehicle and
driver licensing fees, and
motor vehicle sales and
use taxes paid by highway
users, interest earnings and
miscellaneous revenues.
State revenue for other
modes includes motor vehi-
cle sales taxes, aviation fuel
taxes, jet fuel sales taxes,
motor vehicle licensing
fees, railroad assessments,
appropriations from General
Revenue, and interest earn-
ings. The measure provides
the cumulative, year-to-
date percent variance of
actual state revenue versus
projected state revenue
by state fiscal year. Fed-
eral revenue for roads and
bridges is the amount avail-
able to commit in a federal
fiscal year of federal funds.
Federal funds are distrib-
uted to states via federal
law. Federal revenue for
other modes is the amount
reimbursed to MoDOT for
expenses incurred in a state
fiscal year.

State and federal revenue projections-6d

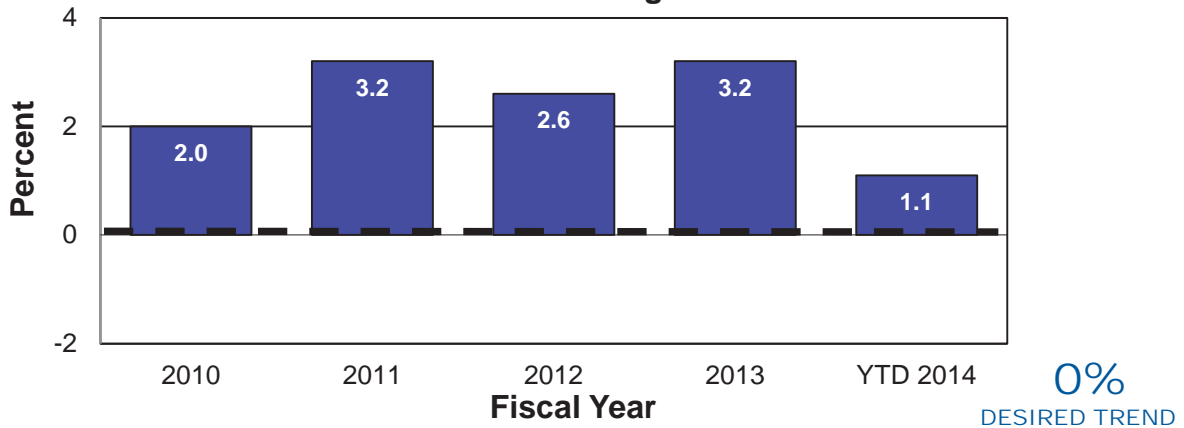
State and federal revenue projections help MoDOT staff do a better job of budgeting limited funds for its operations and capital program. The desired trend is for actual revenue to match projections with no variance. MoDOT staff adjusts future operating and capital budgets to account for these vari-
ances, if needed.

While actual state revenue for road and bridge and other modes is greater than projected for fiscal year 2014, state revenue has been relatively stag-
nant from year-to-year.

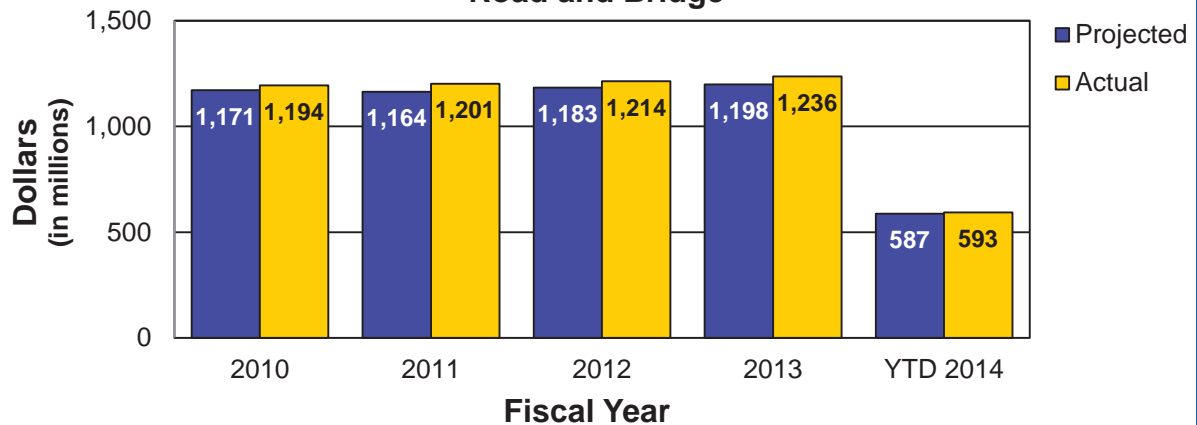
The largest source of transportation revenue is from the federal govern-
ment. Funding is received through various federal transportation agencies
including the Federal Highway, Transit, Aviation and Railroad Administra-
tions. Federal funding is uncertain. In June 2012, Congress passed a new
two-year federal transportation reauthorization act entitled Moving Ahead for
Progress in the 21st Century Act (MAP-21). MAP-21 reduced the amount
of road and bridge funding for all state DOTs. Federal revenues for other
modes is reliant on the timing of MoDOT's partners (airports, railroads, etc.)
delivering projects.

The primary source of federal and state revenue is fuel tax. With people driv-
ing more fuel efficient vehicles and fewer miles, motor fuel tax is a declining
revenue source. The motor fuel tax rate has not changed in almost 20 years,
while the costs for materials and labor have doubled, and even tripled for
some materials, in the same time frame.

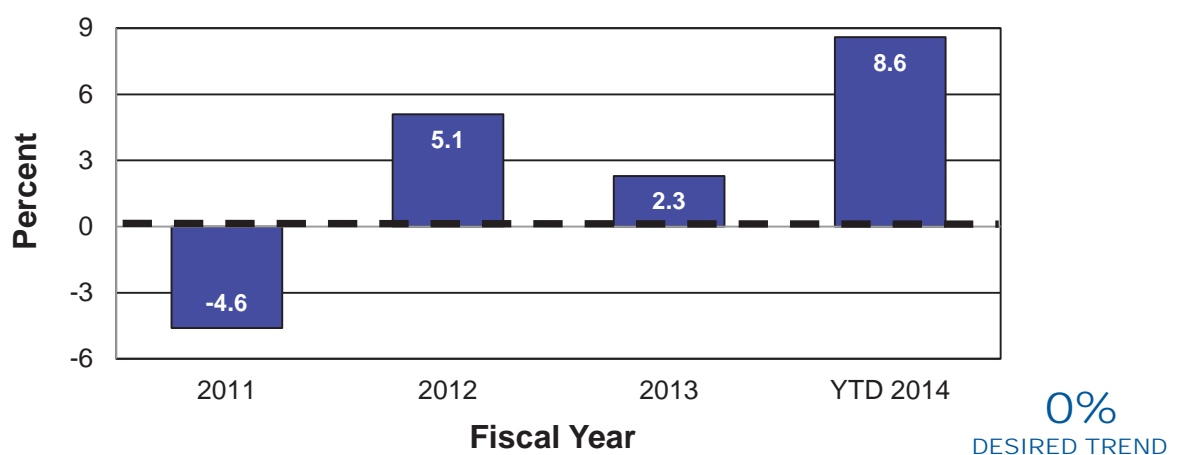
**Percent Variance of State Revenue Projections
Road and Bridge**



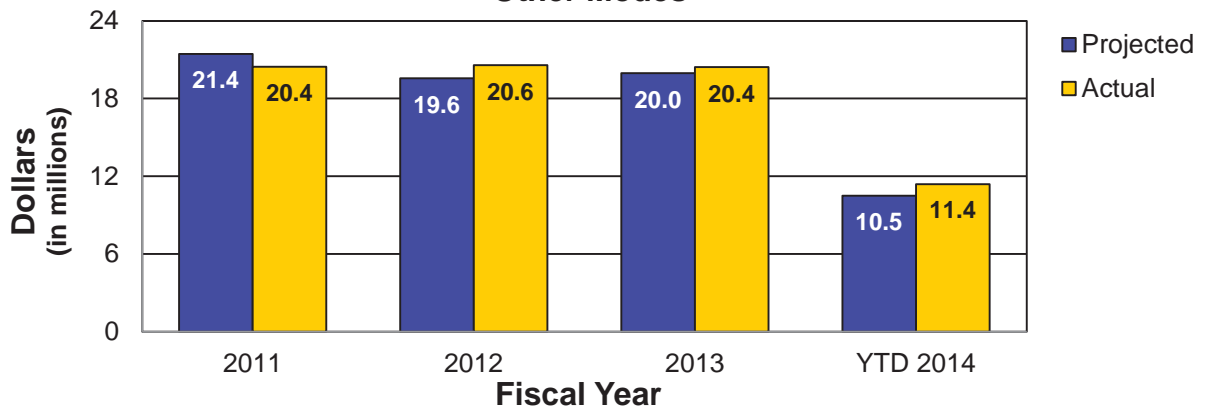
**Projected vs. Actual State Revenue Comparison
Road and Bridge**



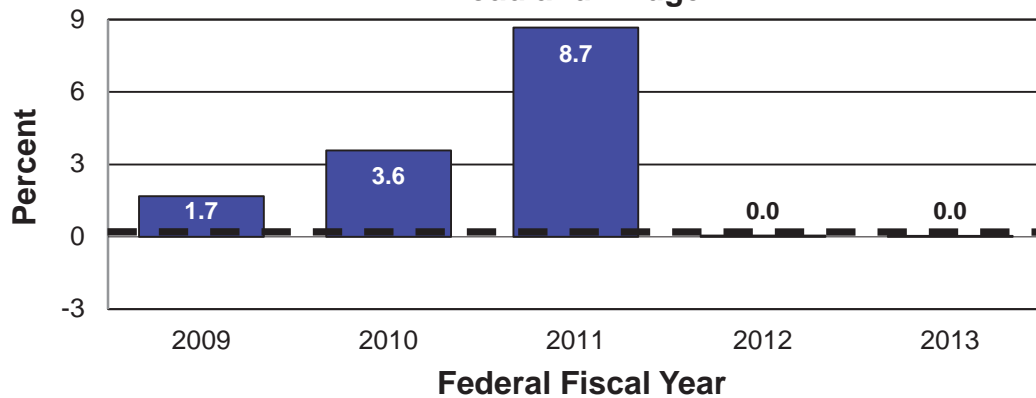
**Percent Variance of State Revenue Projections
Other Modes**



Projected vs. Actual State Revenue Comparison Other Modes

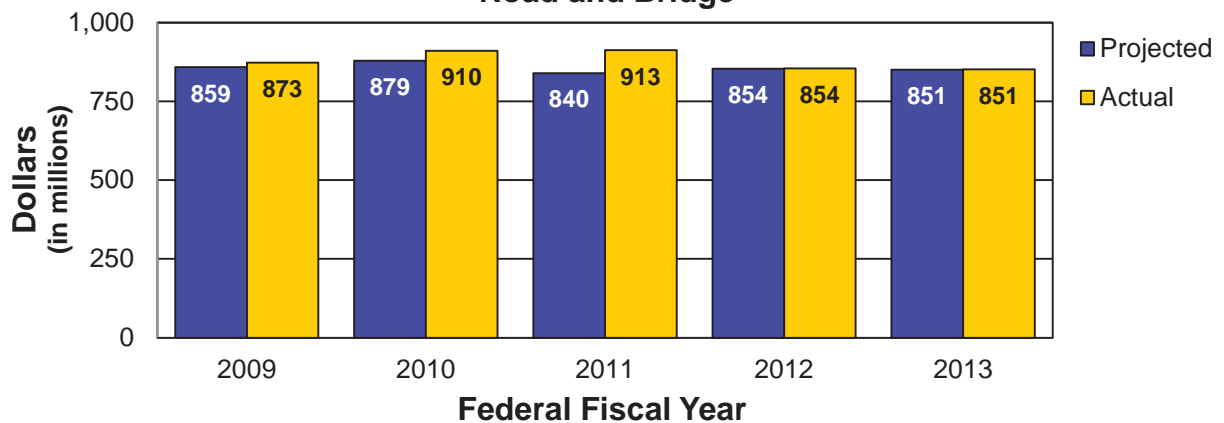


Percent Variance of Federal Revenue Projections Road and Bridge

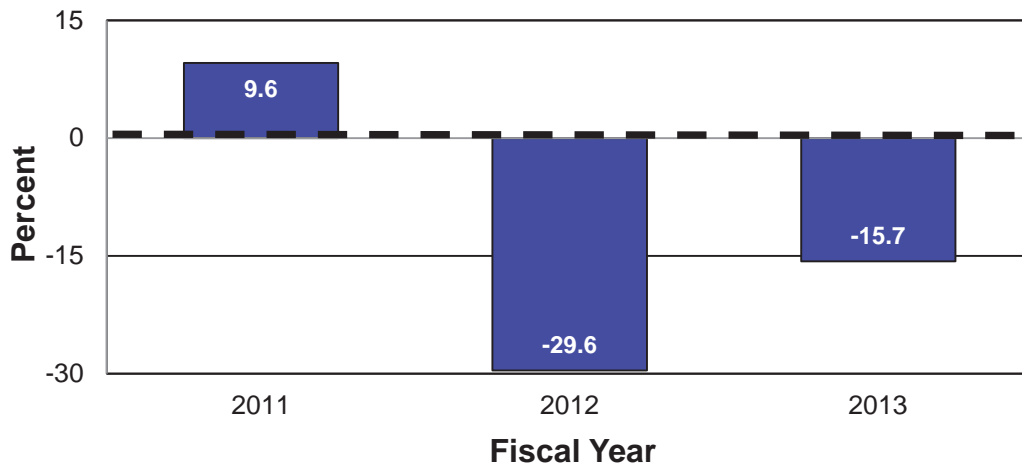


0%
DESIRED TREND

Projected vs. Actual Federal Revenue Comparison Road and Bridge

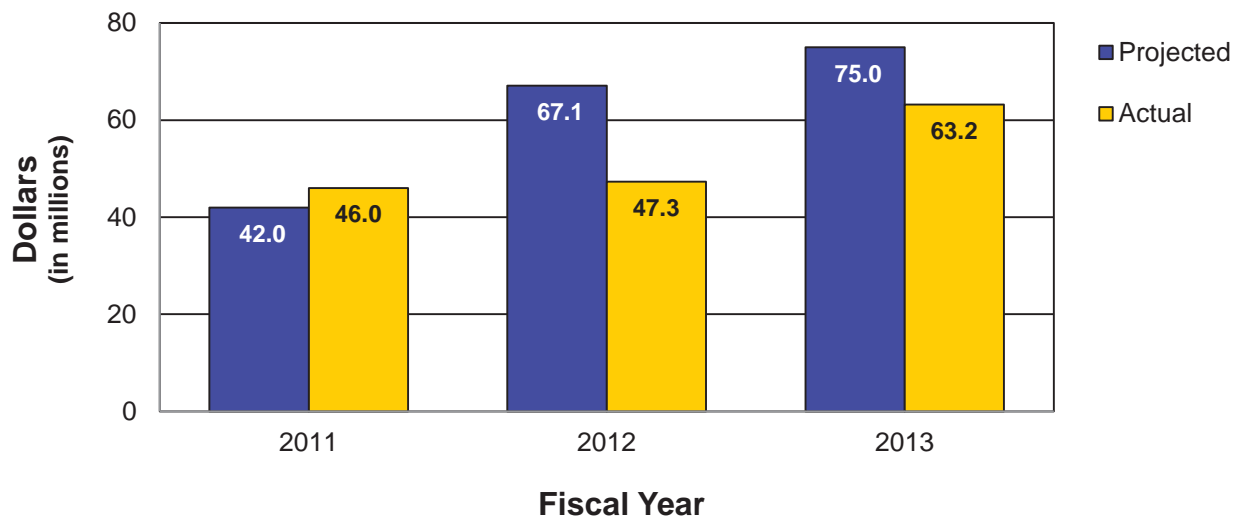


Percent Variance of Federal Revenue Projections Other Modes



0%
DESIRED TREND

Projected vs. Actual Federal Revenue Comparison Other Modes



RESULT DRIVER:
Brenda Morris,
Financial Services Director

MEASUREMENT
DRIVER:
Frank Miller,
District Planning Manager

PURPOSE OF
THE MEASURE:
This measurement moni-
tors the effectiveness of
MoDOT's cost-sharing and
partnering programs.

MEASUREMENT
AND DATA
COLLECTION:
MoDOT collects this
data from the Statewide
Transportation Improve-
ment Program, a permits
database and Multimodal
Operations' budget. The
dollars are shown in the
state fiscal year in which
construction contracts are
awarded and permit jobs
are issued. The percent is
the number of cost-sharing
projects divided by the total
number of projects per year
in the STIP.

USE RESOURCES WISELY

Number of dollars generated through cost-sharing and partnering agreements for transportation-6e

MoDOT works with public agencies to leverage its limited resources to implement projects that might not otherwise be built. Cost-share projects are transportation improvements in which costs are shared by MoDOT and other public agencies such as cities and counties. MoDOT allocated \$30 million in fiscal years 2009-2011, \$37.5 million in fiscal year 2012 and \$47.5 million in 2013 for cost-share projects. In addition, districts may also cost share with distributed STIP funds and partner with developers and other private entities to make improvements to the state transportation system through the permitting process. The Missouri Highways and Transportation Commission suspended the Cost Share Program and the addition of new projects to the STIP at its January 2014 meeting because of a projected reduction in available funds.

Highways and Bridges – The number for fiscal year 2013 is above the five-year averages of \$69 million. The percent for fiscal year 2013 is right at the five-year average of 7.9 percent. These projects have shifted from major projects to taking care of the system projects and smaller scale projects. As a greater share of MoDOT funds have to be focused on taking care of the system, these numbers will decline.

Railroads – The total investment for fiscal year 2013 of \$14.8 million for rail improvements and passenger service is higher than the five-year average of \$10.7 million. Federal and private entities provided \$14.8 million for capital improvements. Documented rail needs far exceed the amount of funds available for them.

Transit – The total investment for fiscal year 2013 of \$49.3 million for transit improvements and operations is below the five-year average of \$53.2 million. Federal and local entities provided \$9.0 million for capital improvements and federal, state and local entities contributed \$40.3 million for operating assistance.

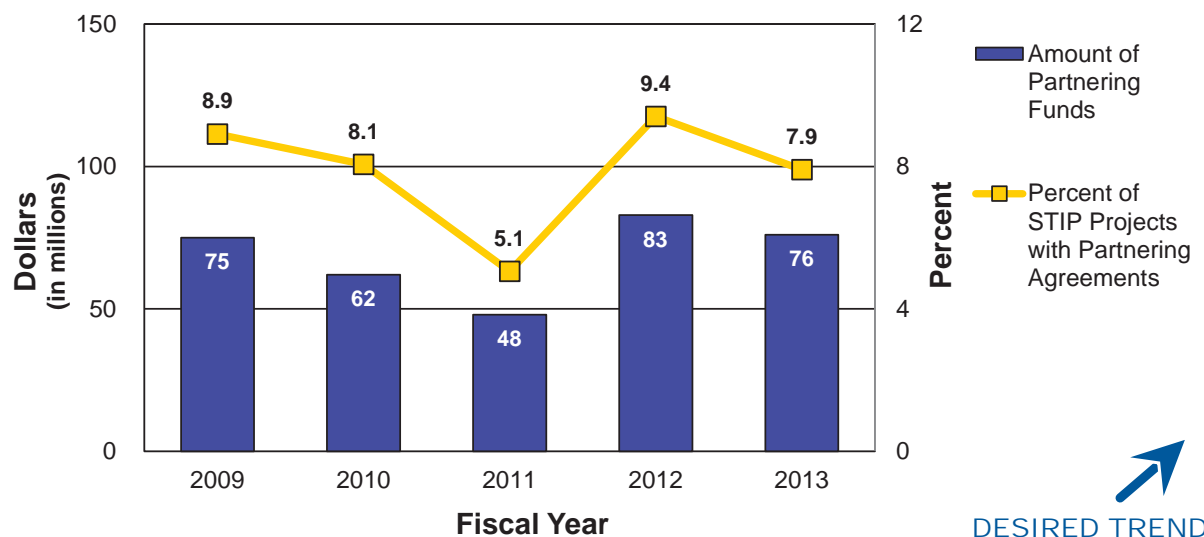
Aviation – The total investment for fiscal year 2013 of \$25.5 million for airport improvements and maintenance is slightly under the five-year average of \$26.4 million. Local entities provided \$2.5 million for capital improvements and \$4,000 for operating assistance.

Waterways – The total investment for fiscal year 2013 of \$43.6 million for port improvements and operations is above the five-year average of \$25.3 million. Federal, State, local and private entities provided \$43.0 million for capital improvements. Federal and state entities contributed \$600,000 for operating assistance. Without additional investment available for ports, Missouri loses an opportunity to support economic growth and job creation.

USE RESOURCES WISELY

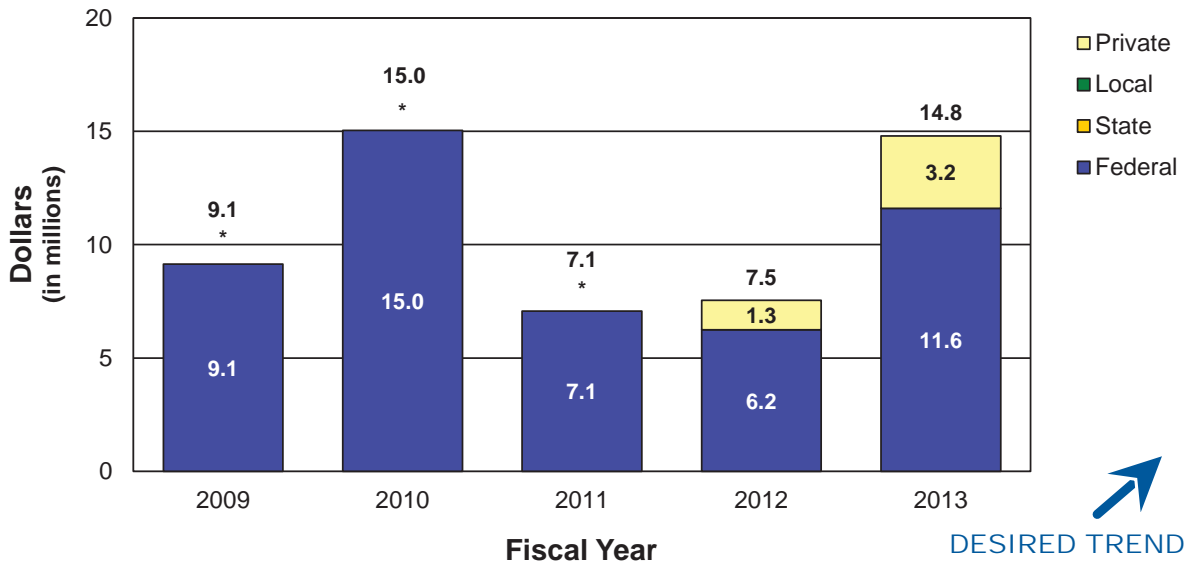


Number of Dollars Generated Through Cost-sharing and Partnering Agreements for Highway and Bridge Projects



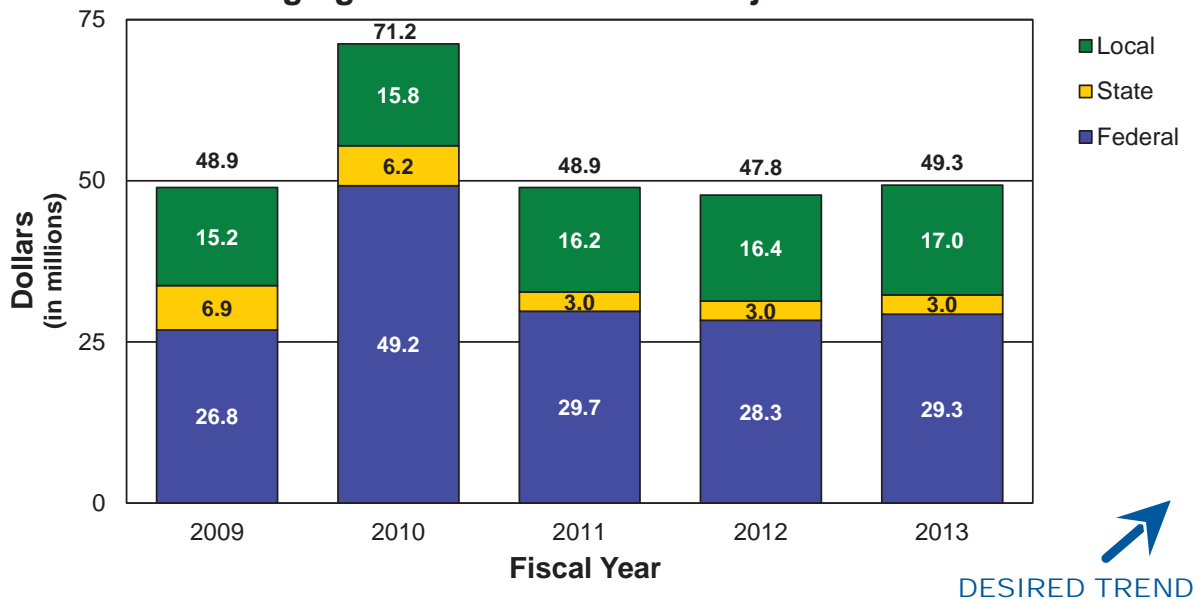

DESIRED TREND

Number of Dollars Generated Through Cost-sharing and Partnering Agreements for Railroad Projects and Services

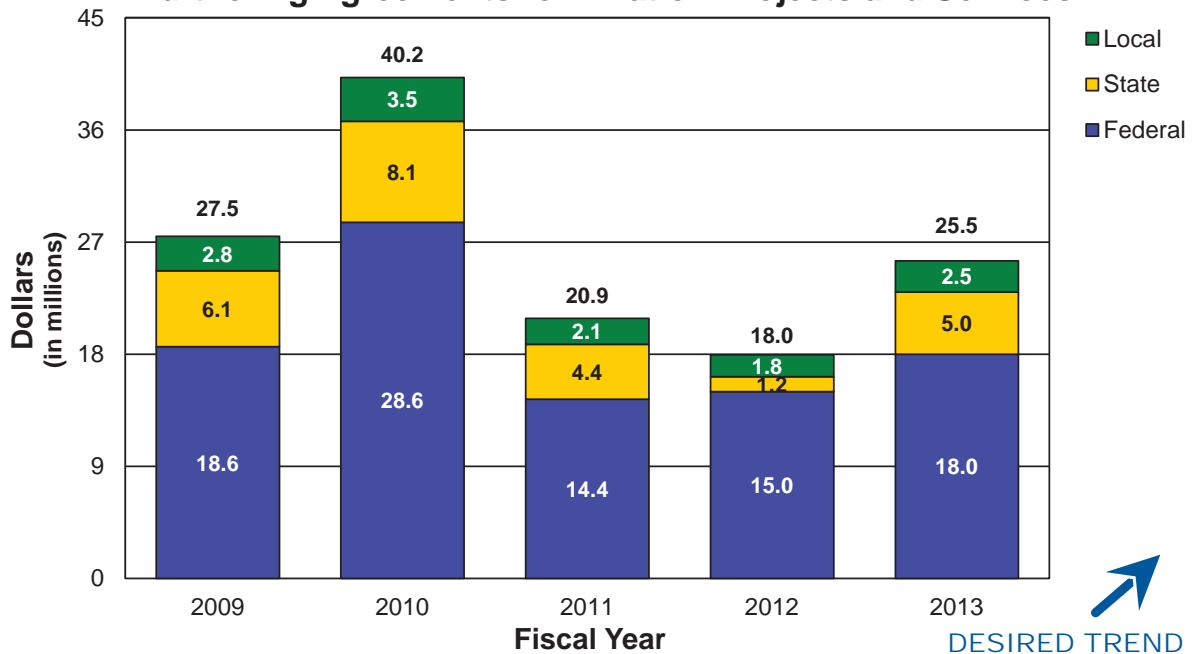


*Private data is not available for FY 2009-2011.

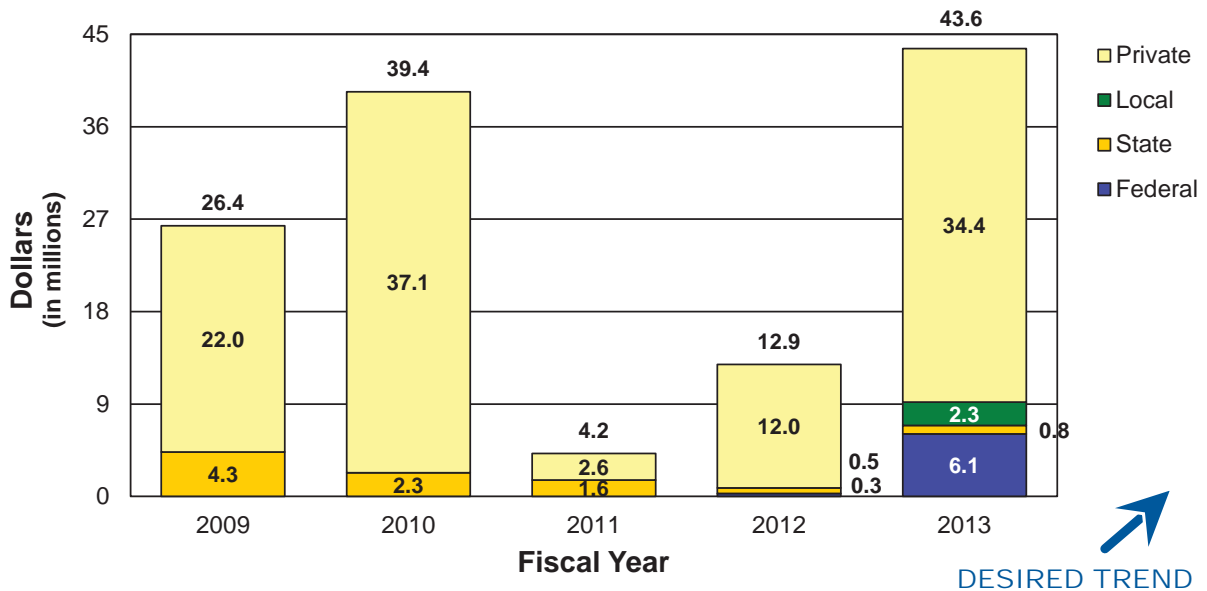
Number of Dollars Generated Through Cost-sharing and Partnering Agreements for Transit Projects and Services



Number of Dollars Generated Through Cost-sharing and Partnering Agreements for Aviation Projects and Services



Number of Dollars Generated Through Cost-sharing and Partnering Agreements for Waterway Projects and Services



RESULT DRIVER:
Brenda Morris,
Financial Services Director

USE RESOURCES WISELY

MEASUREMENT DRIVER:
Kenny Voss,
Local Program Administrator

PURPOSE OF THE MEASURE:
This measure tracks the percent of available Local Program funds committed to projects.

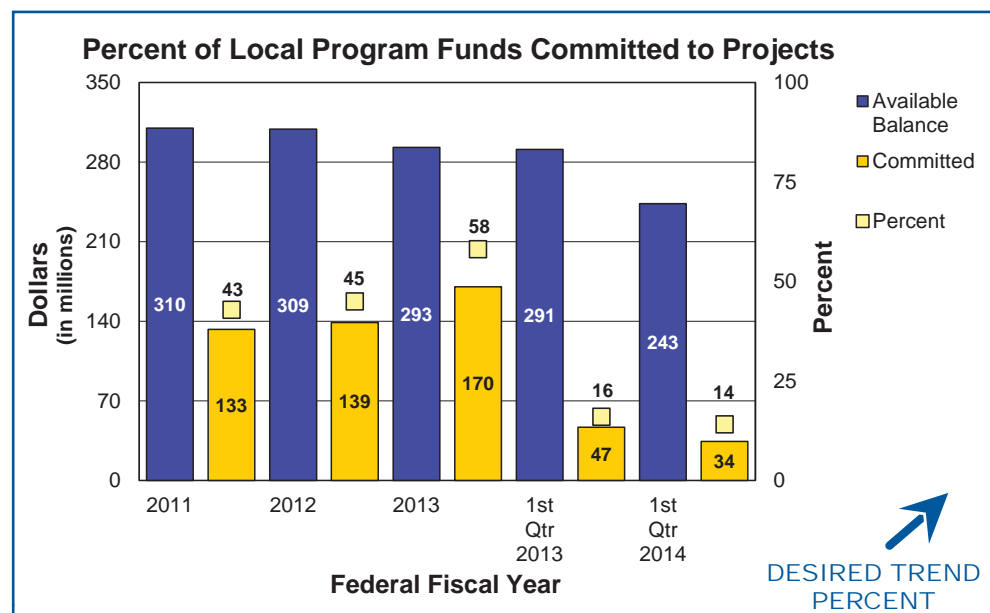
MEASUREMENT AND DATA COLLECTION:
The data is obtained from Federal Highway Administration's Fiscal Management Information System and is based on the federal fiscal year from October 1 through September 30. The committed amounts represent what FHWA will reimburse for the project. The available amounts represent the federal program funds distributed to local sponsors. The goal of this measure is to commit all federal funds available to local public projects.

Percent of local program funds committed to projects-6f

Some of the federal funds MoDOT receives are required to be passed through to local entities, such as cities and counties. Available funds for local entities include those that are allocated this year and those that have not been committed in prior years.

As of the first quarter of federal fiscal year 2014 (October through December), 14 percent of the \$243 million in available funds have been committed to local projects. This represents \$13 million less in commitments compared to the same period last year. Last year, local entities committed more funds to design of projects than this year to aggressively reduce the available balance. For 2014, more funds are scheduled to be committed to construction of projects which typically occurs in the later quarters. Since 2011, the available balance has decreased from \$310 million to \$243 million.

When local entities use federal funds, they provide the matching funds. Matching funds provided by local entities help MoDOT use all of the transportation federal funding available to Missouri. A goal of \$200 million in project commitments has been set for federal fiscal year 2014.



RESULT DRIVER:
Brenda Morris,
Financial Services Director

MEASUREMENT
DRIVER:
Sunny Wilde,
Resource Management
Specialist

PURPOSE OF
THE MEASURE:
This measure tracks the
percent of inactive federal
projects.

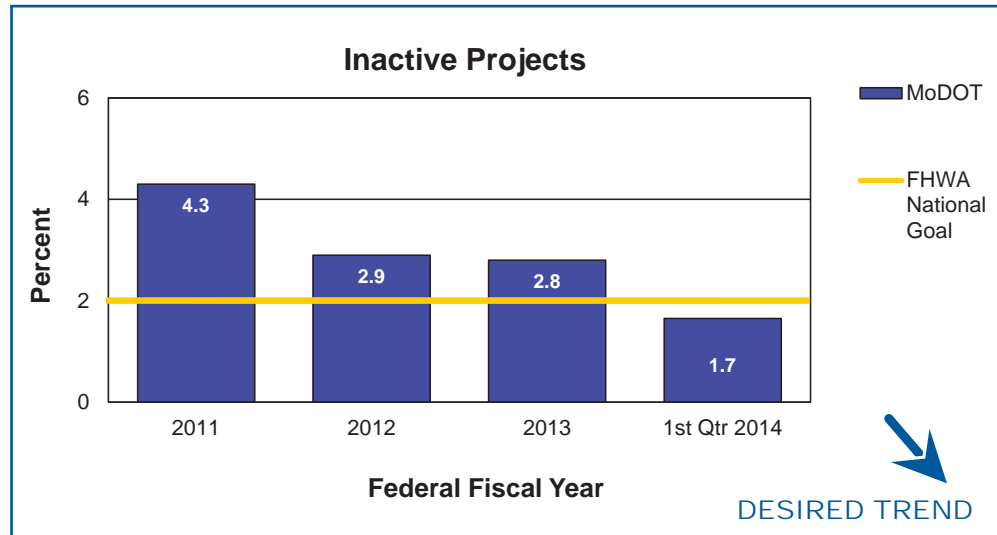
MEASUREMENT
AND DATA
COLLECTION:
The data is obtained from
Federal Highway Adminis-
tration's quarterly inactive
projects report and is based
on the federal fiscal year
from October 1 through
September 30. The inac-
tive report includes projects
with no expenditure activi-
ty for more than one year.
MoDOT uses a tracking
database to assist in the
analysis and reporting of
inactive projects.

USE RESOURCES WISELY

Inactive projects-6g

Project funds must be spent for taxpayers to benefit from their transportation investments. As resources continue to dwindle, ensuring available resources are committed to active projects is essential to maintaining the existing transportation system. Due to project schedule delays or lags in receiving project invoices, funds sometimes do not get spent in timely manner. When this happens, MoDOT analyzes projects to determine why there has been no activity, and actions are taken to accelerate project activity. Discussions with local project sponsors often are used to ensure invoices are submitted on a timely basis.

Due to an increased effort by MoDOT, inactive projects during federal fiscal years 2011 through 2014 have declined from 4.3 percent down to 1.7 percent of available federal funds. For the first quarter of federal fiscal year 2014, Missouri's inactive projects were below FHWA's national goal of 2.0 percent at 1.7 percent. For the first quarter, Missouri's inactive projects total \$15 million.



RESULT DRIVER:
Brenda Morris,
Financial Services Director

USE RESOURCES WISELY

MEASUREMENT
DRIVER:
Todd Grosvenor,
Financial Services
Administrator

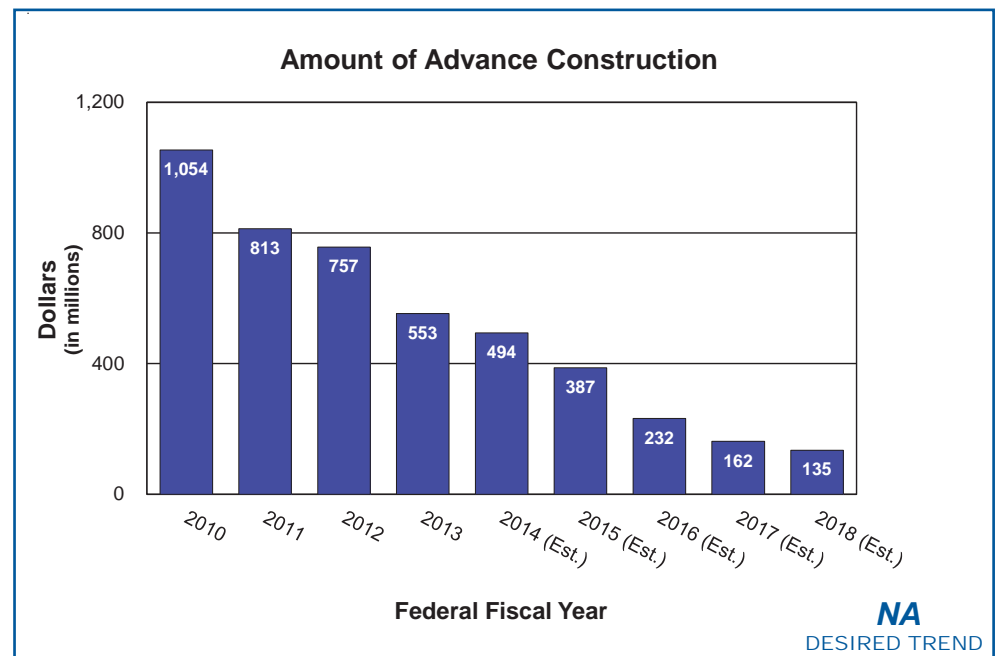
PURPOSE OF
THE MEASURE:
This measure tracks the
amount of advance
construction funds.

MEASUREMENT
AND DATA
COLLECTION:
MoDOT collects this data
from Federal Highway
Administration's Fiscal
Management Information
System. The federal fiscal
year is from October 1 to
September 30. Fiscal years
2014-2018 are estimates
from the current financial
forecast. The amount of ad-
vance construction is based
on the total estimated proj-
ect costs.

Amount of advance construction-6h

Advance construction is an innovative finance tool MoDOT uses to more efficiently manage its limited resources. Advance construction helps provide the 20 percent match required for federal funds. Without advance construction, MoDOT would be unable to match federal funds today. As the amount of advance construction declines, the ability to match federal funds becomes more difficult.

By 2020, MoDOT won't have enough state revenue to match federal funds. That means those unmatched federal funds will be directed to other states and lost forever to improve Missouri's transportation system.



RESULT DRIVER:
Brenda Morris,
Financial Services Director

MEASUREMENT
DRIVER:
Kevin James,
Assistant District Engineer

PURPOSE OF
THE MEASURE:
This measure tracks levels
of under- and over-utilized
fleet along with fuel ef-
ficiency for the five vehicle
classes representing the
majority of fleet expendi-
tures and miles driven.

MEASUREMENT
AND DATA
COLLECTION:
Data reflects performance
during the previous 12
months. Ideal fleet utiliza-
tion falls within 75 to 125
percent of the vehicle's
threshold. For example, a
passenger car has a thresh-
old of 15,000 miles per
year. An underutilized pas-
senger car is used less than
75 percent of 15,000 miles,
or 11,250 miles. An over uti-
lized passenger car is used
more than 18,750 miles,
and a utilized passenger car
is used between 11,250 to
18,750 miles. This measure
also reports MoDOT's total
fuel consumed and shows
how fleet choices can affect
fuel economy. The fuel data
is collected in the statewide
financial system. Mileage
data is obtained from the
FASTER fleet management
system.

USE RESOURCES WISELY

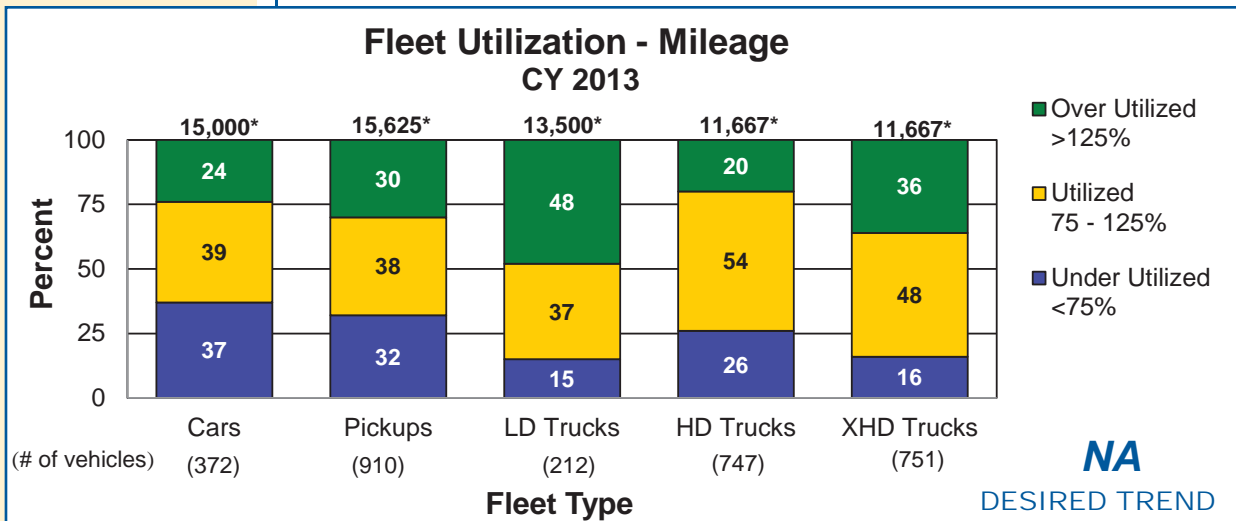
Fleet utilization and fuel efficiency-6i

The fleet utilization measures have changed since the last period. The percent of HD and XHD trucks over utilized or utilized has increased by 4 percent and the percent of pickups over utilized or utilized has increased by 5 percent. Use of cars and light duty trucks has not changed. The increased use for HD and XHD trucks resulted from a 30 percent jump during winter operations.

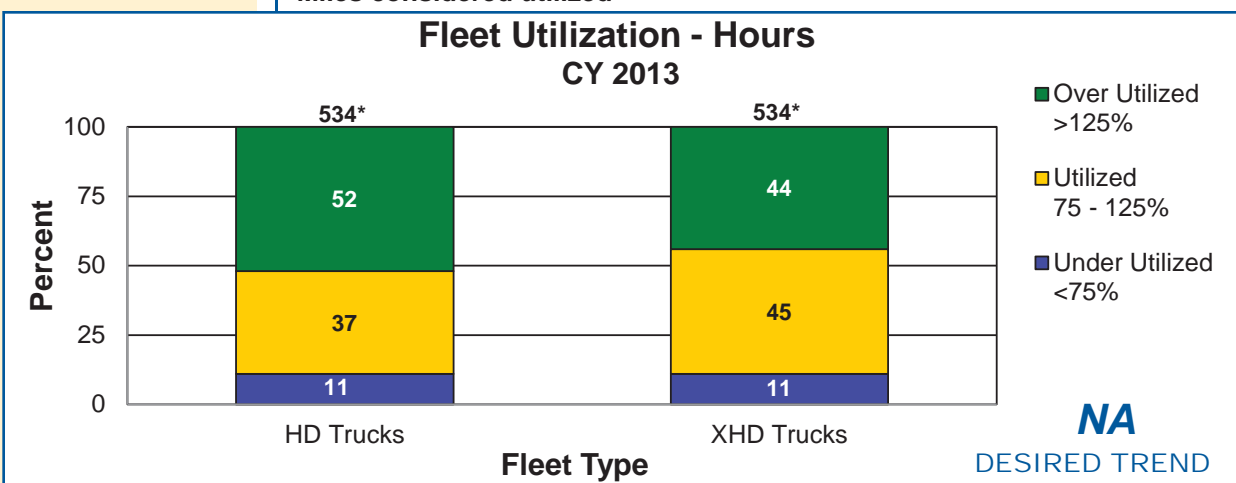
The fuel consumption and fuel efficiency measures are trending opposite of the desired trend. Fuel consumption so far in FY 2014 has increased by more than 652,000 gallons with 98 percent of this increase in diesel fuel. The fuel efficiency measure has decreased slightly more than 1.5 miles per gallon. The increase in snow removal causes the increase in fuel consumption and the decrease in fuel efficiency (both negative trends). The resulting increase in resources used on snow removal takes away from resources available to use in other areas.



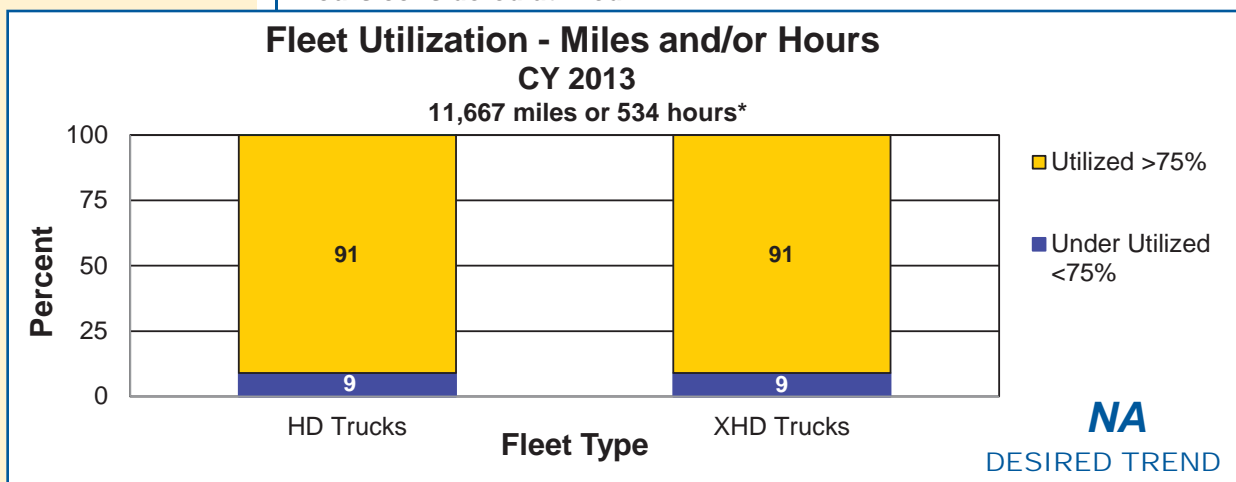
USE RESOURCES WISELY



*Miles considered utilized

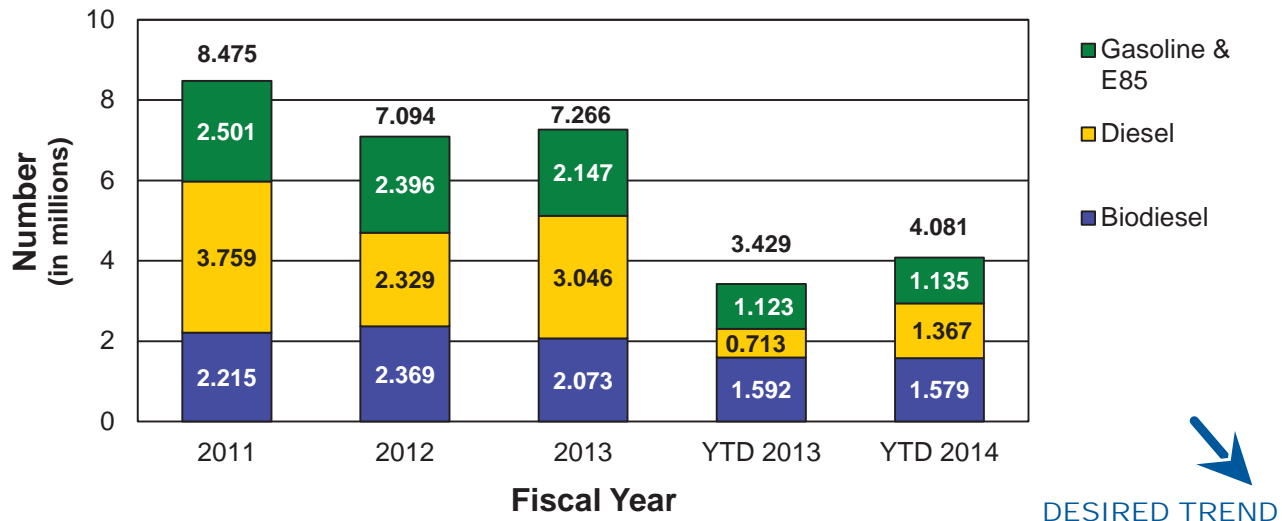


*Hours considered utilized

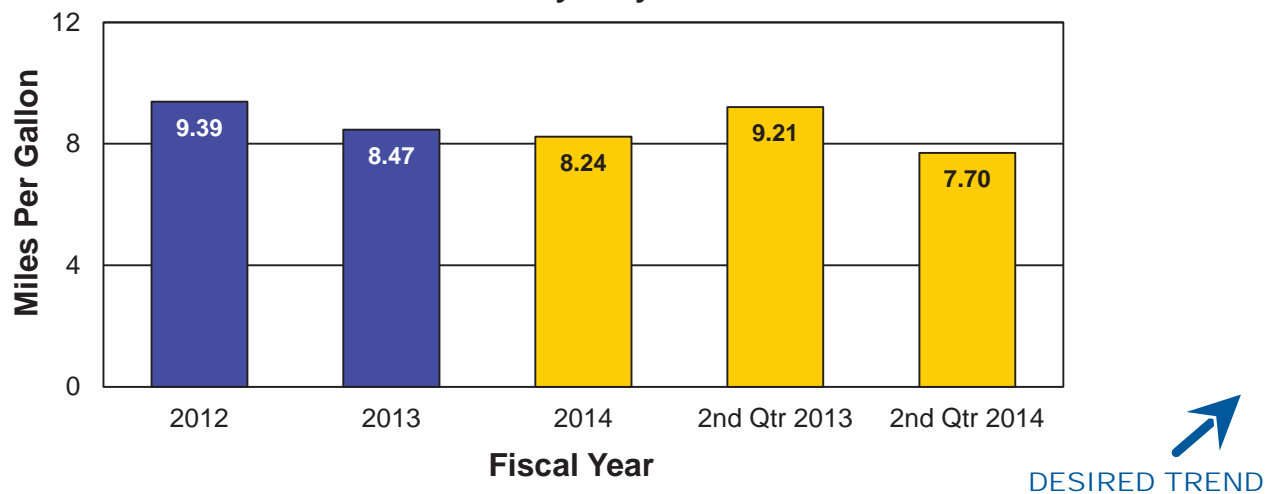


*Miles and/ or hours utilized

Gallons of Fuel Consumed



Average Miles Per Gallon Cars, Pickups, Light Duty Trucks, Heavy Duty Trucks and Extra Heavy Duty Trucks



RESULT DRIVER:
Brenda Morris,
Financial Services Director

MEASUREMENT DRIVER:

Jay Bestgen, Assistant
State Construction and
Materials Engineer

PURPOSE OF THE MEASURE:

This measure tracks
MoDOT's recycling efforts
in construction projects and
internal operations.

MEASUREMENT AND DATA COLLECTION:

The recycled material
used in construction proj-
ects is measured through
MoDOT's SiteManager
database, which tracks
material incorporated into
projects. Data is collected
on an annual basis due to
the seasonal nature of con-
struction. Recycled material
measurements for internal
MoDOT operations, are
captured from the annual
Missouri State Recycling
Program report and from
other internal records.

USE RESOURCES WISELY

Number of tons of recycled material-6j

In 2004, recycled asphalt pavements and roof shingles started being incorporated into new asphalt pavements to help offset increasing costs. While the cost of rock, sand, liquid asphalt, labor, fuel and equipment have increased since 2004, recycling efforts have helped offset the cost increases. In 2013, 26 percent of the 3.3 million tons of new asphalt pavement came from recycled components. This saved MoDOT and taxpayers about \$11 per ton, or \$30 million overall. The \$30 million savings is equivalent to improving about 680 miles of a two-lane roadway with a thin lift overlay.

MoDOT also recycles materials no longer needed for internal operations. The majority of the recycled products come from seven products: aluminum, cardboard, office paper, scrap rubber/tires, scrap metal, motor oil and wood pallets. Of these, 2,500 tons of scrap metal makes up the majority of the recycling followed by 641 tons of rubber/tires (equivalent to more than 61,000 passenger car tires) and 95 tons of motor oil (equivalent to about 27,000 gallons).

Recycling is good for the environment and helps stretch limited funding. With costs continuing to increase, fuel tax revenues declining and federal funding being uncertain, it is important to focus on increasing recycling efforts.

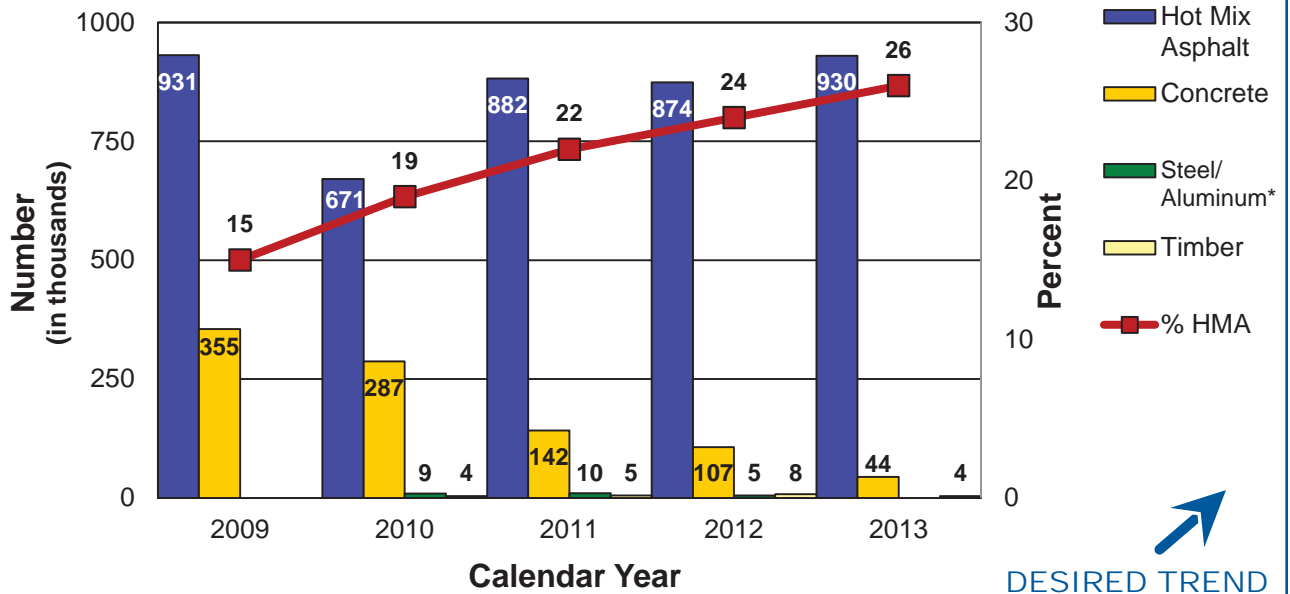


Roofs to Roads

**MoDOT is among
the first state
agencies in the
nation to recycle
shingles to resur-
face or rebuild
highways.**

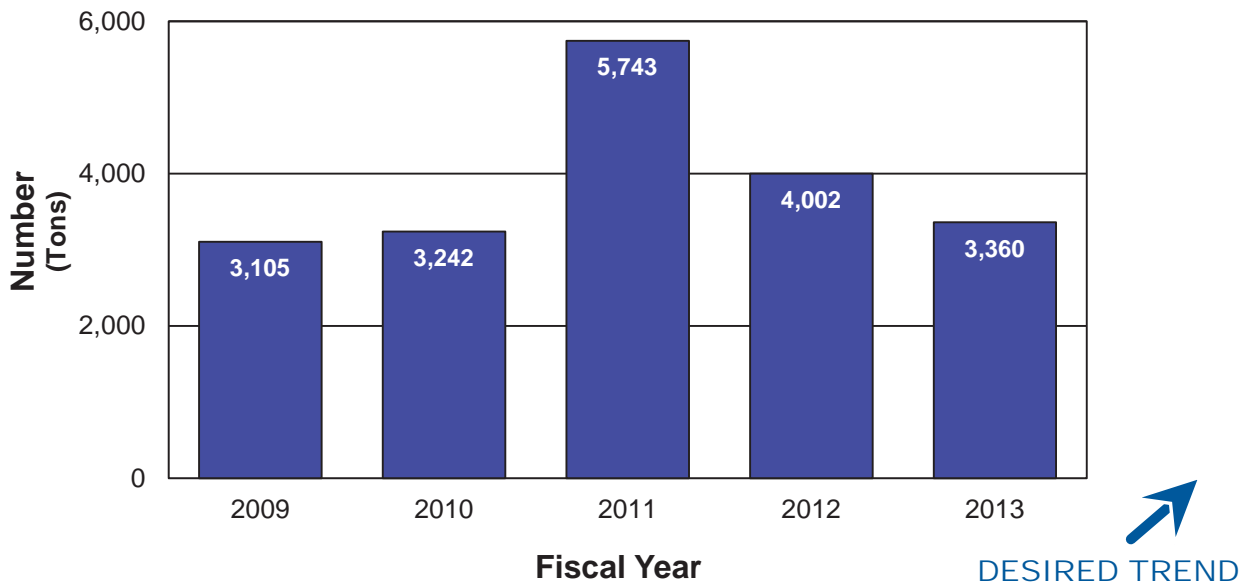


**Number of Tons of Recycled Materials
Used in Roadway Projects**



*Tonnage unavailable until February 2014

**Number of Tons of Material
Recycled by MoDOT**



RESULT DRIVER:
Brenda Morris,
Financial Services Director

MEASUREMENT
DRIVER:
Gayle Unruh,
Environmental and Historic
Preservation Manager

PURPOSE OF
THE MEASURE:
This measure tracks the
annual trend of compli-
ance with environmental
laws and regulations, which
includes obtaining and
abiding by specific require-
ments contained in various
permits.

MEASUREMENT
AND DATA
COLLECTION:
Notices of Violation (NOV)
are similar to a traffic ticket
as they are written to indi-
cate you are operating out-
side of legal limits. A Letter
of Warning (LOW) indicates
that there are problems
and if not corrected could
lead to an NOV. Issued by
environmental regulatory
agencies, NOVs, LOWs
and letters of satisfactory
inspections are collected
by the Design Division and
tracked by location and/or
project. The measure re-
ports by calendar year the
number of NOVs, LOWs
and satisfactory inspections
received by the department
for any activity.

USE RESOURCES WISELY

Number of environmental warnings and violations – 6k

MoDOT seeks to reduce its impact on Missouri natural resources by complying with environmental laws and regulations. The department is serious about protecting human health, air, water, wildlife and ecosystems. Compliance with environmental laws and regulations helps to prevent and counteract possible damage from MoDOT activities. Under current funding constraints, it also is importation to avoid violations. Violations with fines assessed against MoDOT result in less funding for roadway projects.

MoDOT has a zero-tolerance policy toward any NOV from regulating agencies, such as the Missouri Department of Natural Resources or the Environmental Protection Agency. Department employees study the situations that lead to NOVs and LOWs and then take action to prevent future occurrences.

The number of NOVs during the last five years ranged from one to seven, LOWs ranged from five to 15. The trend for number of NOVs is down over the last three years.

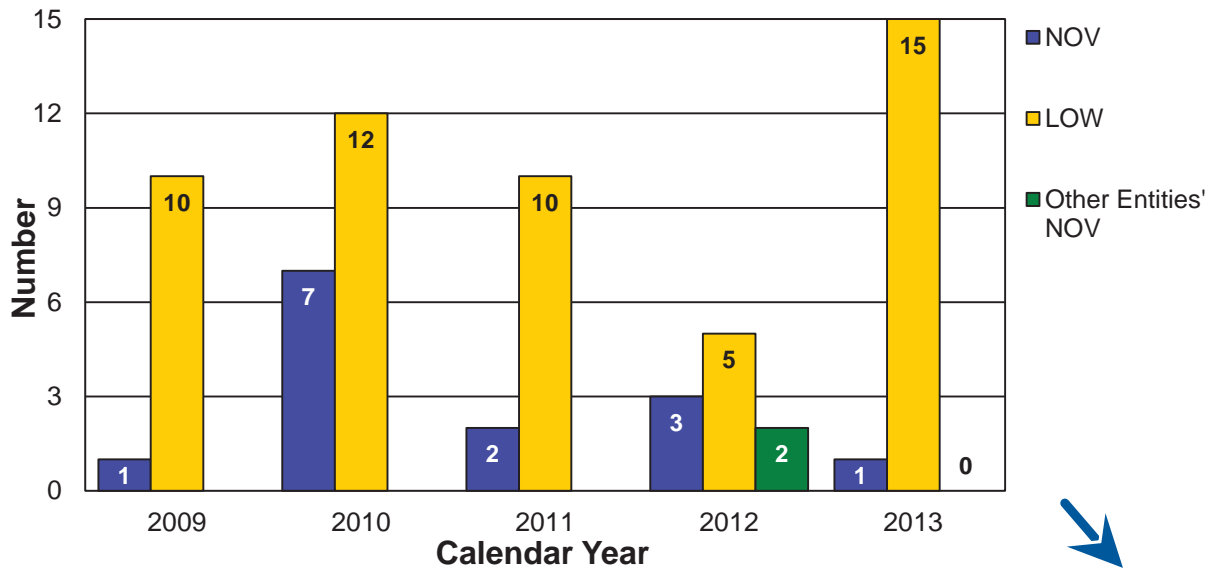
For calendar year 2013, MoDOT received one NOV and 15 LOWs. During this same period, the department also received 10 letters of satisfactory inspections from DNR.

One NOV and five LOWs were issued for unsatisfactory features associated with erosion control structures and concrete washout on construction projects. MoDOT continues to train inspectors and contractors while developing improved erosion control specifications.

Five LOWs were received on MoDOT facilities: two for failing to submit quarterly discharge reports on maintenance facility lagoons; one for failing to obtain a construction permit for modifying a sewage system; and two for waste-water effluent at two welcome centers. A contractor is being used to help with compliance issues for maintenance facility lagoon systems.

Five LOWs issued by the U.S. Army Corps of Engineers concerned tree planting survivability. MoDOT has replanted trees that did not live after initial plantings.

Number of Notices of Violation and Letters of Warning



DESIRED TREND

Note: There is no benchmark data presented with this measure. MoDOT has a zero-tolerance policy toward NOV's. Therefore, regardless of what other states are doing, MoDOT's desired results are zero NOV's, because NOV's are usually violations of law and state statute.



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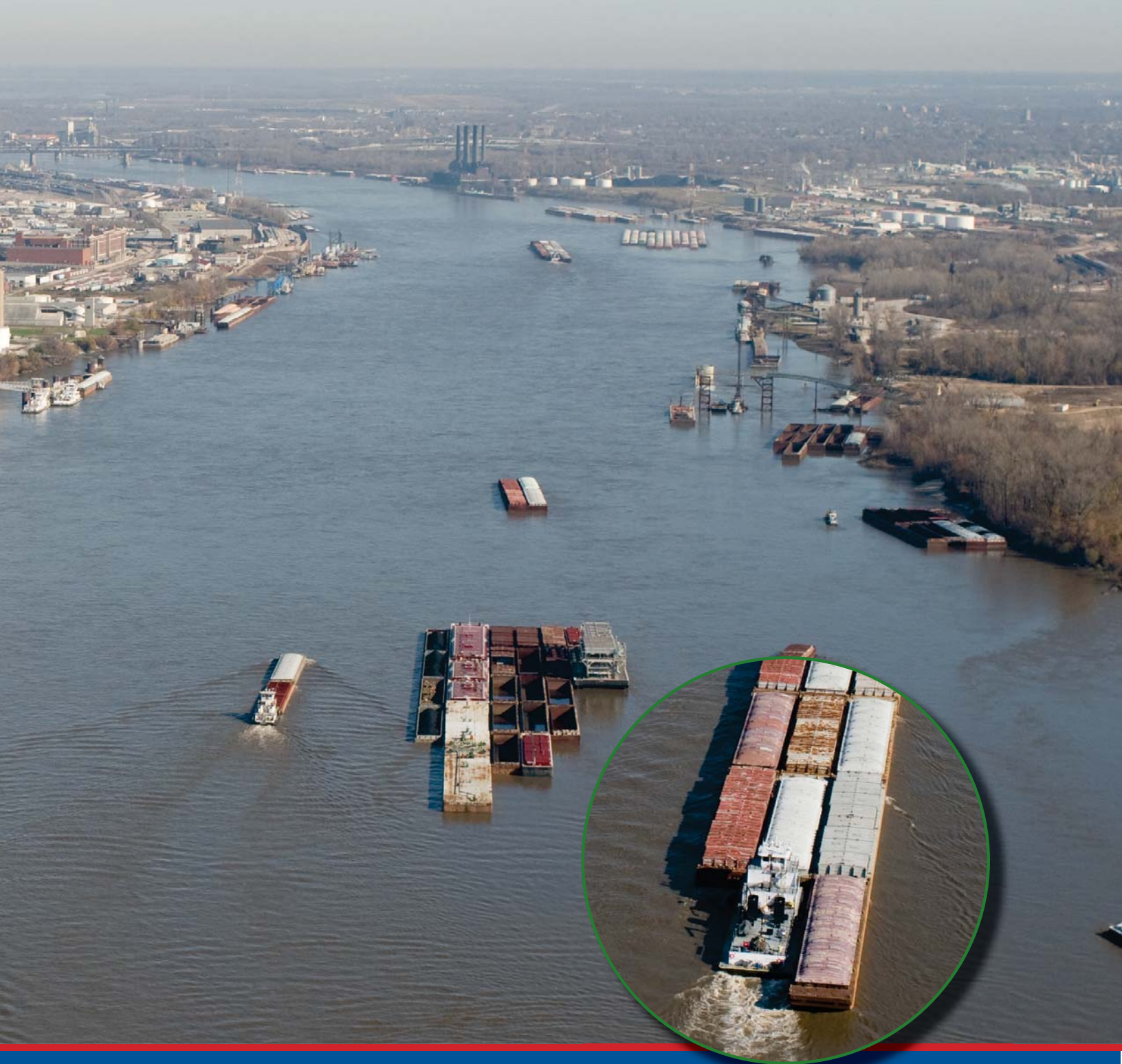


ADVANCE ECONOMIC DEVELOPMENT

Machelle Watkins, Transportation Planning Director

Tracker

MEASURES OF DEPARTMENTAL PERFORMANCE



Missouri's transportation system has a direct impact on the state's economy. Missouri businesses depend on our roadways, rail, waterways and airports to move their products and services both nationally and globally. An efficient, well-connected transportation system helps attract new businesses to our communities and helps existing businesses maintain a competitive edge with easy customer access, minimal shipping costs and strong links to a diverse workforce. We believe investments in transportation should create jobs and provide opportunities for advancement to all Missouri citizens. An investment in transportation should provide a positive economic impact on both the citizens we serve and the communities in which they live.

RESULT DRIVER:
Machelle Watkins,
Transportation Planning
Director

MEASUREMENT
DRIVER:
Eva Voss, Senior
Transportation Planner

PURPOSE OF
THE MEASURE:
This measure tracks the
economic impact resulting
from the state's transporta-
tion investments.

MEASUREMENT
AND DATA
COLLECTION:
MoDOT works with the
Economic Development
Research Group to perform
economic impact analyses
for the state's transportation
investments. The analyses
are performed using a mod-
el called the Transportation
Economic Development
Impact System, or TREDIS.
The TREDIS model results
demonstrate a strong link
between transportation
investment and economic
development.

ADVANCE ECONOMIC DEVELOPMENT

Economic return from transportation investment-7a

Transportation projects are an economic engine that drives growth in employment and other benefits. Economists use tools such as TREDIS modeling, to provide state and regional estimates of economic benefits related to specific projects, corridors and program expenditures.

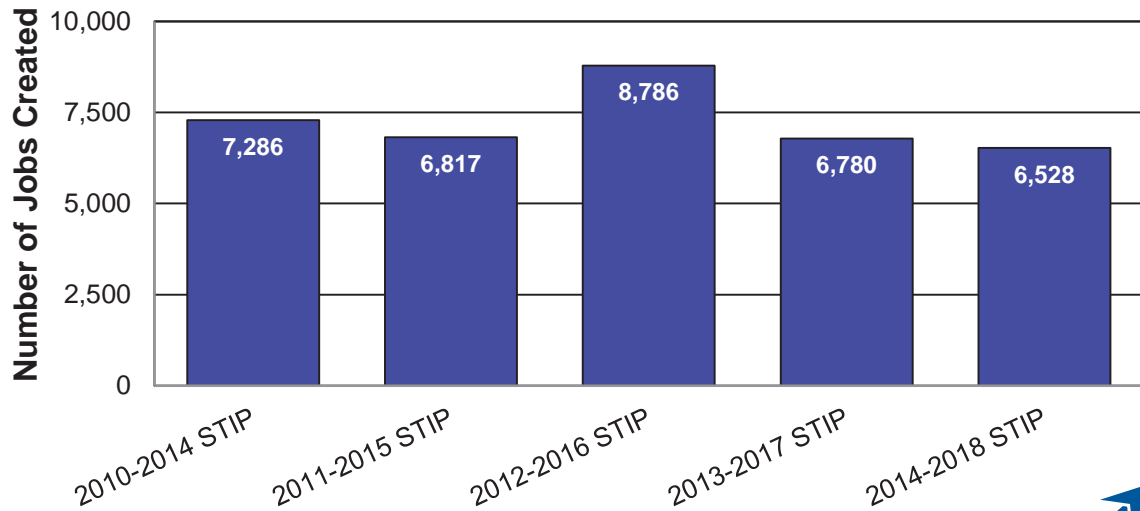
MoDOT's 2014-2018 Statewide Transportation Improvement Program invests approximately \$4.4 billion into highway and bridge projects, creating 6,528 new jobs. The projects are expected to contribute \$15.9 billion of economic output during the next 20 years, resulting in a \$3.62 return on every \$1 invested in transportation.

The figures tell a powerful story of economic success, but are also a sign of missed opportunity. When compared to the previous year's STIP (2013-2017), the jobs estimate decreased approximately 4 percent.

Decreasing transportation funding and increasing costs are chipping away at the levels of economic return. The situation will become more drastic as the annual construction program plummets from \$700 million to \$325 million during the 2015-2019 STIP years.

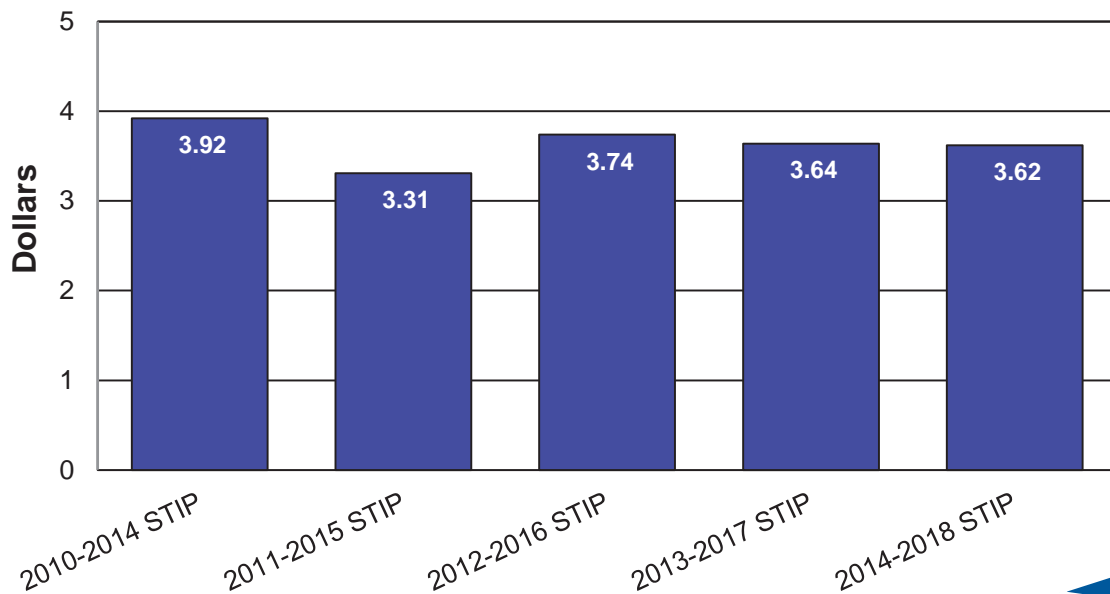


Economic Return from Highway and Bridge Investments Annual Employment Benefit




DESIRED TREND

Economic Return from Highway and Bridge Investments 20-Year Benefit Ratio for Every Dollar Invested




DESIRED TREND

RESULT DRIVER:
Machelle Watkins,
Transportation Planning
Director

**MEASUREMENT
DRIVER:**
Ben Reeser,
Long-Range Transportation
Planning Coordinator

**PURPOSE OF
THE MEASURE:**
This measure analyzes the
strength of Missouri's trans-
portation infrastructure for
conducting business.

**MEASUREMENT
AND DATA
COLLECTION:**
Data for this measure is ob-
tained from an annual study
conducted by the Consumer
News and Business Chan-
nel. The study scores all
50 states on 51 measures
of competitiveness devel-
oped collaboratively with
business groups including
the National Association
of Manufacturers and the
Council on Competitive-
ness, as well as the states
themselves. Metrics are
separated into 10 catego-
ries, including transportation
infrastructure. The transpor-
tation infrastructure catego-
ry measures the following
for each state:

- Quantity of goods shipped by air, water-ways, roads and rail (2009-2012 based on value of goods shipped, not quantity)
- Availability of air travel
- Quality of roads
- Time it takes to commute to work (added in 2012)

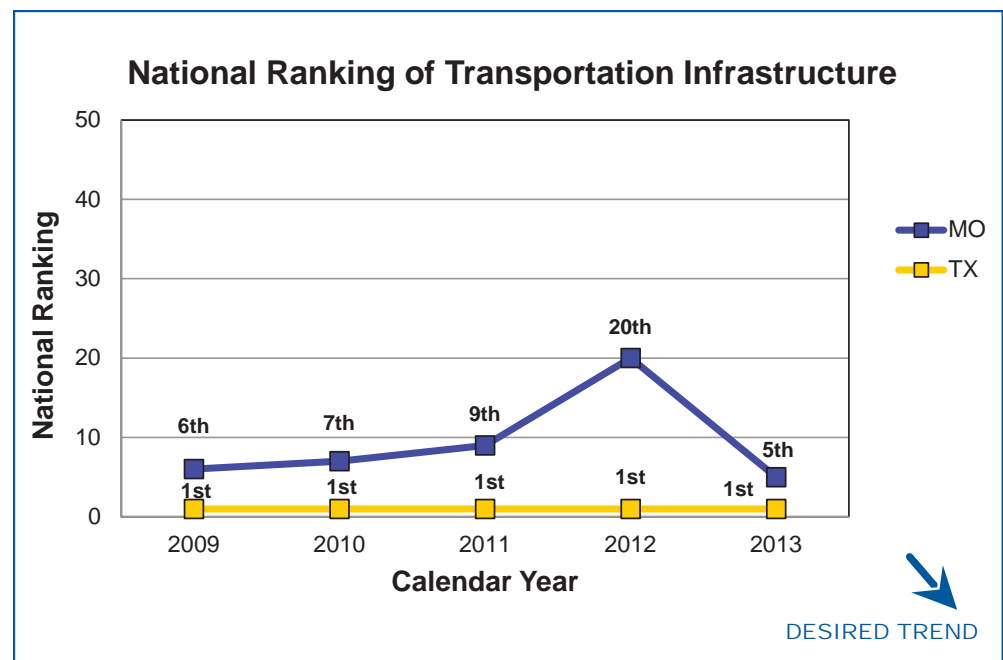
ADVANCE ECONOMIC DEVELOPMENT

National ranking of transportation infrastructure-7b

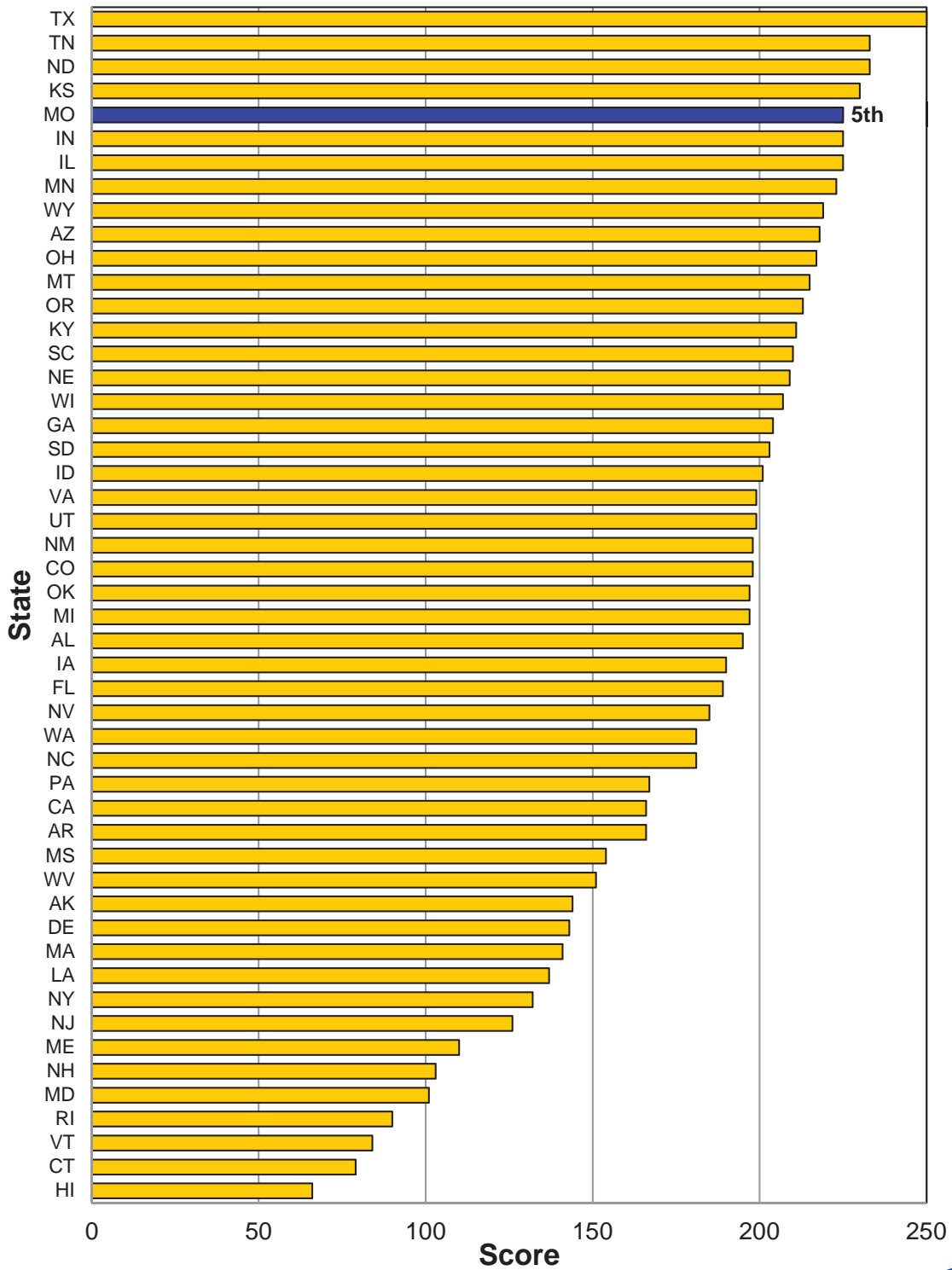
Transportation infrastructure leads to the attraction of new businesses and of employers looking to expand. These actions lead to new jobs, new opportunities and new revenue for states. A robust transportation infrastructure allows manufacturers to distribute their products quickly and inexpensively and allows citizens to get to work and to conduct business efficiently.

Between 2009 and 2011, Missouri's national rank in transportation infrastructure was in the top nine. In 2012 Missouri ranked 20th. Missouri's current ranking of fifth best in the nation is challenging to maintain as the state's annual transportation infrastructure funding decreased \$500 million beginning in 2011.

Missouri's ranking could be affected in the near future as transportation funding is projected to decline to remarkably low levels. At those levels, many of the factors used to rank transportation infrastructure are expected to worsen in Missouri.



2013 Transportation Infrastructure Scores by State



DESIRED TREND

RESULT DRIVER:
Machelle Watkins,
Transportation Planning
Director

MEASUREMENT
DRIVER:
Tona Bowen,
Financial Services
Administrator

PURPOSE OF
THE MEASURE:
The measure reports how
Missouri's state highway
system funding situation
compares to that of other
states.

MEASUREMENT
AND DATA
COLLECTION:
Per state revenue, highway
mileage and bridge counts
used in this measure are
gathered from Federal
Highway Administration an-
nual reports. The informa-
tion is updated as the data
becomes available from the
Federal Highway Adminis-
tration.

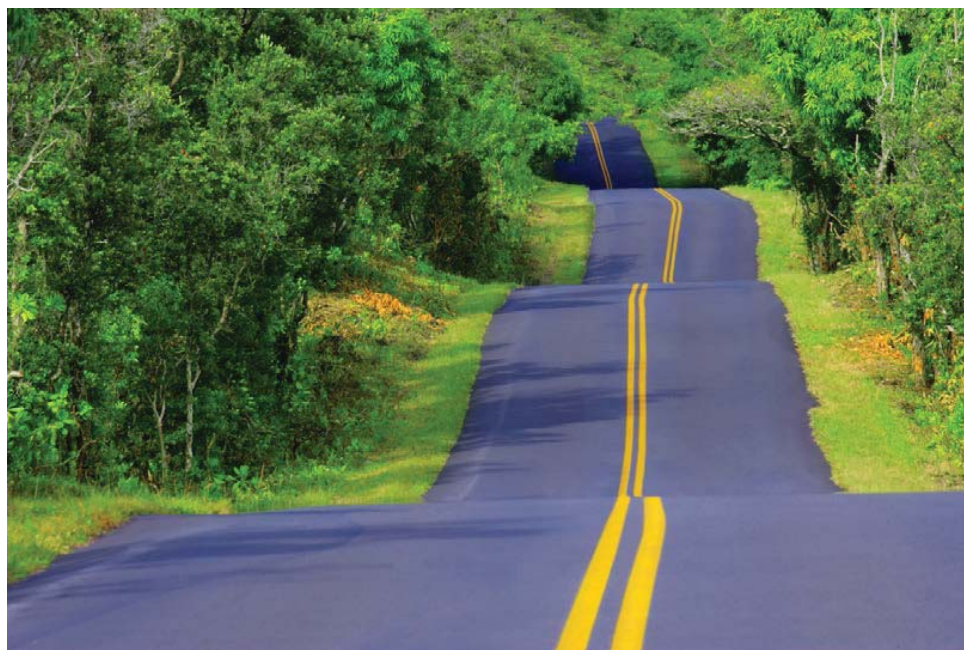
ADVANCE ECONOMIC DEVELOPMENT

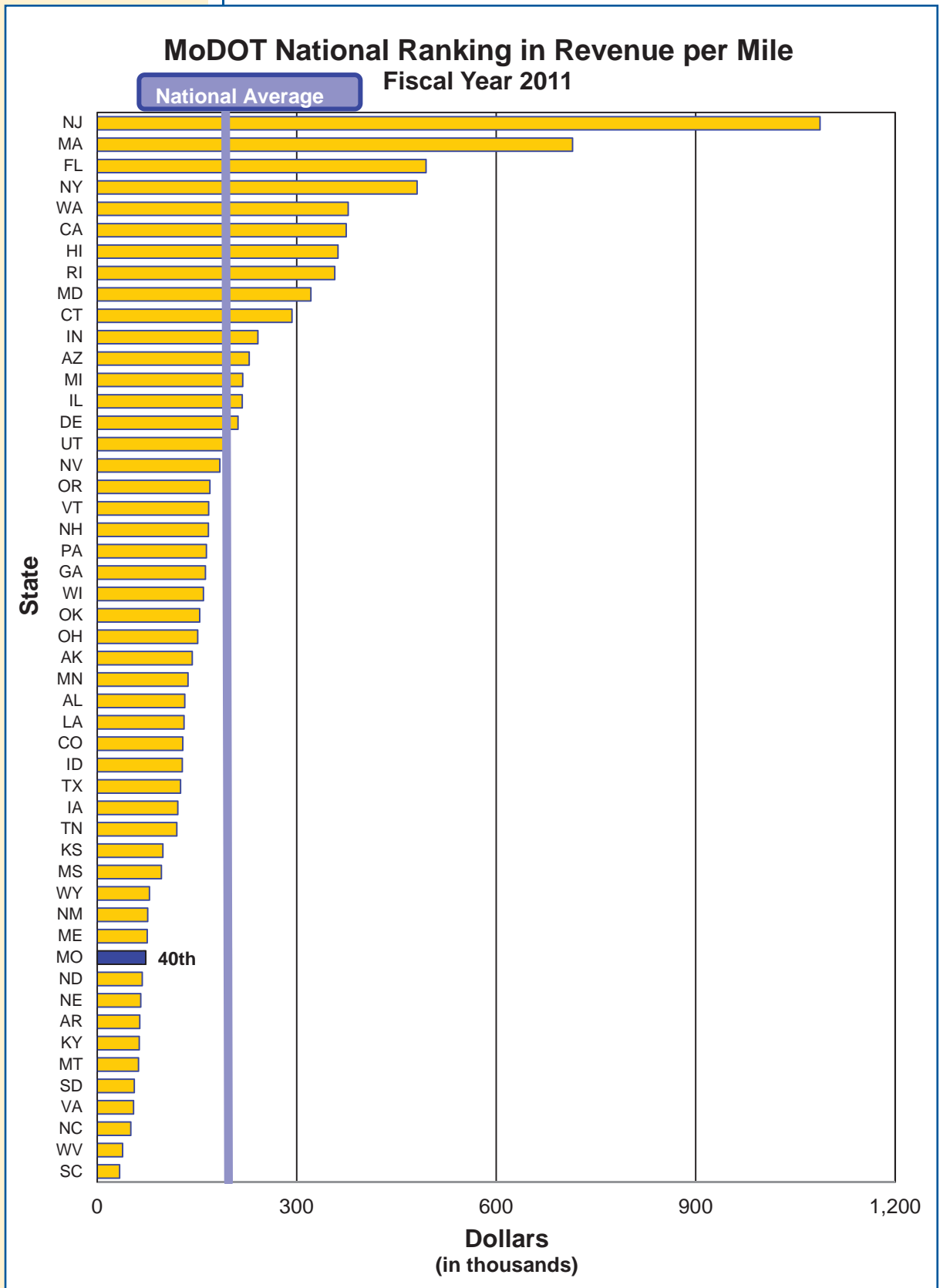
MoDOT national ranking in revenue per mile-7c

Missouri's revenue per mile of \$73,041 currently ranks 40th in the nation. Missouri's state highway system, consisting of 33,845 miles, is the seventh largest system in the nation. In addition, Missouri ranks sixth nationally in number of bridges with 10,364 bridges. New Jersey's revenue per mile of \$1,086,768 ranks first. However, its state highway system includes only 2,323 miles and 2,371 bridges.

The cost to build and maintain roads and bridges increased sharply during the past 10 years due to inflation. In contrast, revenues from fuel taxes continue to decrease as vehicles become more fuel efficient.

MoDOT stretches transportation revenue as far as it can, in order to put as much as possible into roads and bridges. However, MoDOT's revenue per mile is likely to plummet if the current projections hold true. By 2020, MoDOT won't have enough state revenue to match federal funds. The unmatched funds will be given to other states instead. Current funding barely covers the cost of maintaining our existing system and doesn't begin to address the system expansion projects Missourians desire in their transportation system.





RESULT DRIVER:
Machelle Watkins,
Transportation Planning
Director

ADVANCE ECONOMIC DEVELOPMENT

Goods movement competitiveness-7d

MEASUREMENT DRIVER:

Cheryl Ball,
Administrator of
Freight Development

PURPOSE OF THE MEASURE:

This measure tracks annual trends in the price of transporting products in Missouri as compared to other Midwest states.

MEASUREMENT AND DATA COLLECTION:

Under Development

Product transportation costs vary depending on efficiency, reliability, safety, and available modal options in the state's transportation system. Low transportation costs are important to retain existing businesses and attract new business to increase employment and economic opportunity. Missourians also feel the effect of transportation costs at the cash register. When the system does not work well, the cost of everything from groceries to clothing to fuel is likely to rise.

The data in this measure indicates of how well Missouri's transportation system, management, and operations align with the needs of businesses to maintain economic competitiveness in domestic and global markets. Existing businesses collaborate with MoDOT to identify transportation barriers that reduce their competitiveness. However, current transportation funding limits MoDOT's ability to respond to these needs resulting in higher prices in Missouri stores and reduced competitiveness in global markets.

Goods Movement Competitiveness

UNDER DEVELOPMENT

RESULT DRIVER:
Machelle Watkins,
Transportation Planning
Director

MEASUREMENT
DRIVER:
Eric Curtit,
Administrator
of Railroads

PURPOSE OF
THE MEASURE:
This measure tracks the
amount of freight moved by
Missouri's largest transpor-
tation modes.

MEASUREMENT
AND DATA
COLLECTION:
Two times a year, a freight
tonnage estimator is used
to calculate the amount of
freight moved by railroads
and highways. The estima-
tor provides timely informa-
tion for Missouri's primary
freight movers. Freight data
for aviation and waterways
is a combination of direct
surveys and trend analy-
sis. This measure's data is
estimated but provides an
indication of current trends
and movements.

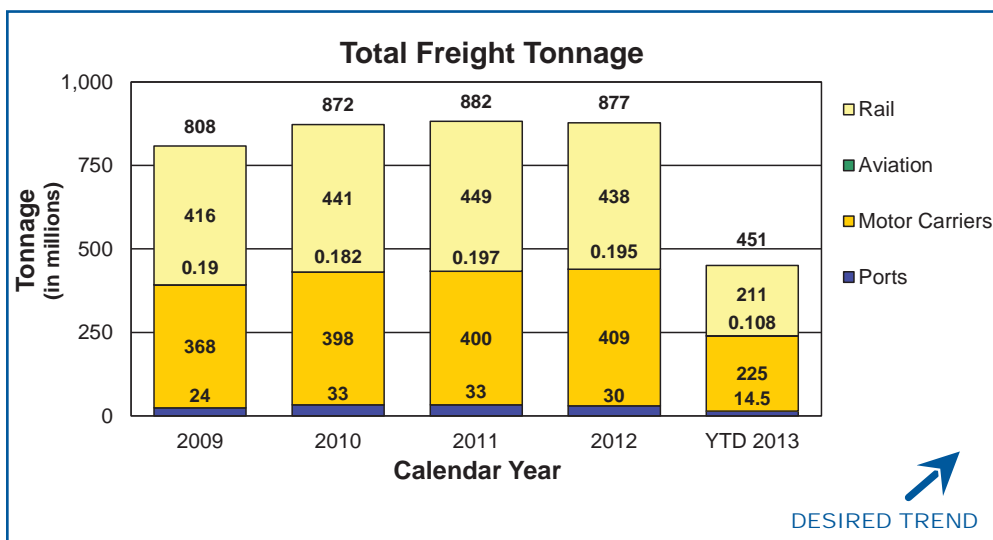
ADVANCE ECONOMIC DEVELOPMENT

Freight tonnage by mode-7e

Everything comes from somewhere. How it gets from place to place depends on a number of factors. In Missouri, the vast majority of freight moves by rail, followed closely by trucks. These modes experience volume shifts from year to year, often based on the health of the national economy and shifts in consumer preferences. A key element to a healthy economy is a robust transportation system.

Unfortunately, current transportation funding has dwindled to a level which makes it difficult to maintain roads and bridges. Nor can current funding address transportation needs outside of roads and bridges. Moving nearly 900 million tons of freight a year requires investment in non-traditional transportation facilities such as ports, railroads, and airports and it requires more than reactive approaches.

The first half of 2013 saw an overall increase in movements. Railroad tonnage fell slightly primarily due to the continued decline of coal shipments. Motor carriers hauled the most tonnage, which can be attributed to a rebounding economy and an increase in durable good shipments. Durable goods, such as appliances and furniture, tend to move by truck. The drop in port tonnage in 2012 and the first six months of 2013 can be attributed to low water levels on the Mississippi River. During this time, low water levels caused the St. Louis Port Authority to experience a two-thirds reduction in tonnage because barges were unable to dock from October 2012 to February 2013. Aviation maintained tonnage similar to previous levels.



RESULT DRIVER:
Machelle Watkins,
Transportation Planning
Director

ADVANCE ECONOMIC DEVELOPMENT

MAP-21

Annual hours of truck delay-7f

MEASUREMENT
DRIVER:
Kim Russell,
Motor Carrier Services
Project Manager

PURPOSE OF
THE MEASURE:
This delay measure is
proposed to be used as a
Moving Ahead for Progress
in the 21st Century Act
national freight performance
measure.

MEASUREMENT
AND DATA
COLLECTION:
This measure will track
travel time above the con-
gestion threshold in units of
vehicle-hours for commer-
cial motor vehicles on the
interstate highway system.
Further guidance about
data requirements and
measure methodology will
be forthcoming from FHWA.

Annual Hours of Truck Delay

UNDER DEVELOPMENT

RESULT DRIVER:
Machelle Watkins,
Transportation Planning
Director

ADVANCE ECONOMIC DEVELOPMENT

MAP-21

Truck reliability index-7g

MEASUREMENT
DRIVER:
Chuck Gohring,
Motor Carrier Services
Assistant Director

PURPOSE OF
THE MEASURE:
This reliability measure is
proposed to be used as a
Moving Ahead for Progress
in the 21st Century national
freight performance mea-
sure.

MEASUREMENT
AND DATA
COLLECTION:
This measure uses the
Truck Reliability Index, a
ratio of the total truck travel
time needed to ensure on-
time arrival to the agency-
determined threshold travel
time (e.g., observed travel
time or preferred travel
time), to gauge consistency
in truck freight travel times.
Further guidance about
data requirements and
measure methodology will
be forthcoming from FHWA.

Truck Reliability Index

UNDER DEVELOPMENT

RESULT DRIVER:
Machelle Watkins,
Transportation Planning
Director

MEASUREMENT
DRIVER:
Todd Grosvenor,
Financial Services
Administrator

PURPOSE OF
THE MEASURE:
This measure tracks the
number of jobs created
through MoDOT's economic
development program.

MEASUREMENT
AND DATA
COLLECTION:
Data for this measure is
collected from a partner-
ship development database.
This measure is updated
quarterly and is based on
the state fiscal year – July 1
to June 30.

ADVANCE ECONOMIC DEVELOPMENT

Jobs created by projects funded through the economic development program-7h

The Cost Share/Economic Development Program builds partnerships with local entities to pool efforts and limited resources in order to deliver state highway and bridge projects. MoDOT allocates \$45 million of Cost Share/Economic Development funds annually, based on the funding distribution formula set by the Missouri Highways and Transportation Commission. Each year, at least \$5 million is set aside for projects that demonstrate economic development through job creation. MoDOT contributes up to 100 percent of the total cost for projects on the state highway system if the Missouri Department of Economic Development verifies the project creates jobs. Retail development projects are not eligible.

In light of a plummeting 2015-2019 construction program, the Missouri Highways and Transportation Commission suspended the Cost Share/Economic Development Program on January 8, 2014. With contractor awards dropping from just over \$700 million in 2015 to slightly more than \$300 million by 2017, MODOT will be unable to maintain the existing system, much less pursue projects that add to the system. Projects already reviewed and approved by the cost share committee are eligible to move forward; however, no additional projects will be considered for funding at this time.

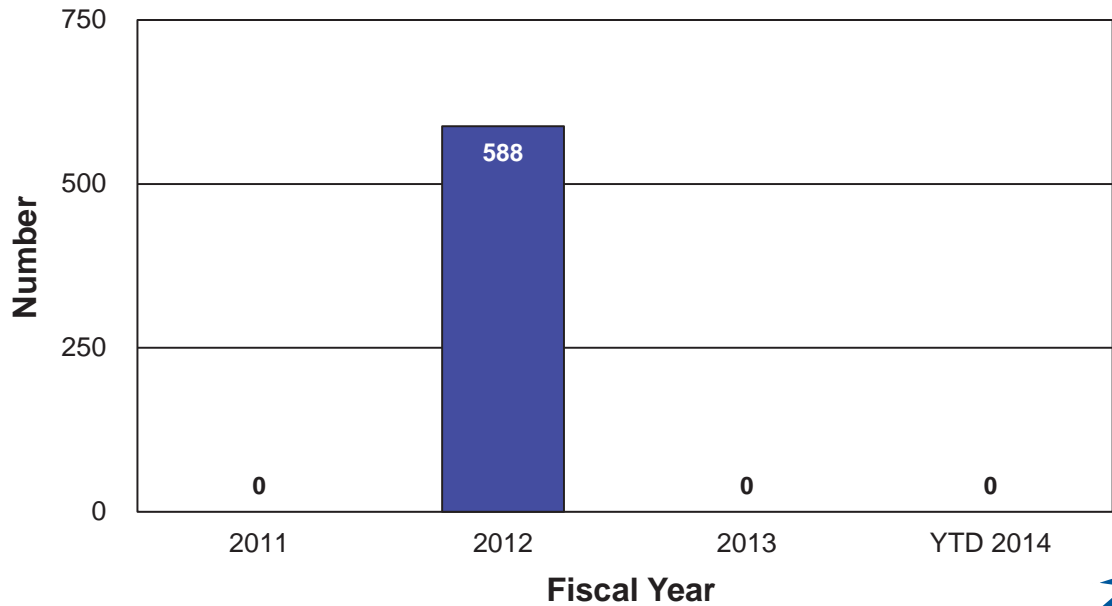
In Fiscal Year 2012, Edward Jones created 588 verified new jobs in conjunction with interchange improvements at I-270 and Dorsett Road in St. Louis County.

In Fiscal Year 2014, the following economic development partnerships are approved.

- \$4.7 million for Route 210 improvements in Clay County. The project is estimated to cost \$7.5 million and to create 39 new jobs at Adrian Steel by December 31, 2017.
- \$425,540 for Route I-70 Outer Road improvements in Montgomery and Warren Counties. The project is estimated to cost \$500,000 and to create 70 new jobs at CertainTeed by April 1, 2019.
- \$479,264 for Routes 60 & 114 intersection improvements in Stoddard County. The project is estimated to cost \$600,000 and to create 14 new jobs at Lansing Trade Group by December 31, 2016.

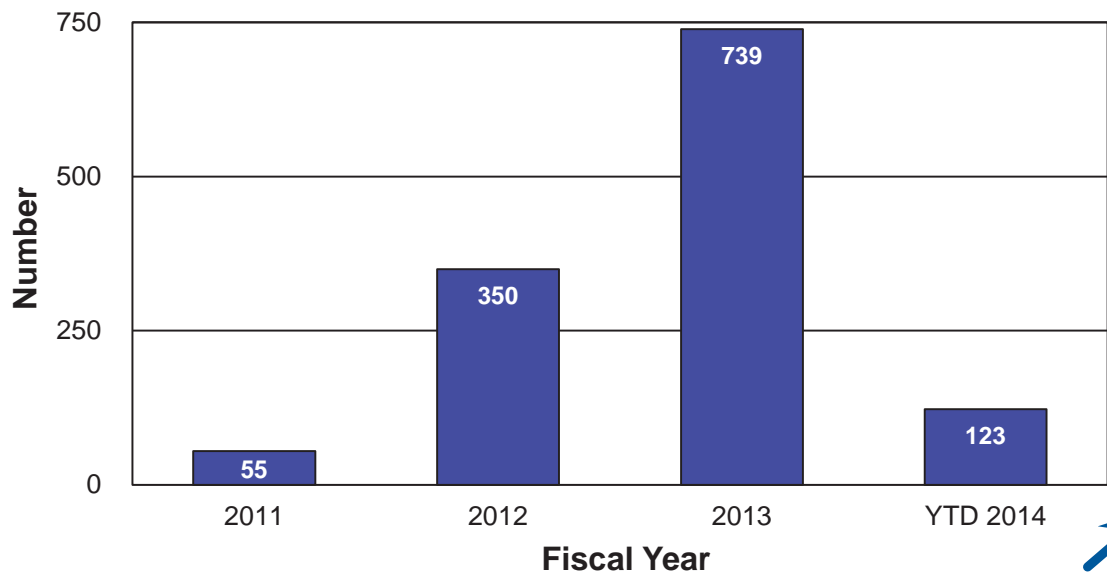
ADVANCE ECONOMIC DEVELOPMENT

Jobs Created by Projects Funded Through the Economic Development Program



 DESIRED TREND

Economic Development Projects Approved with Estimated Future Job Creation



 DESIRED TREND

RESULT DRIVER:
Machelle Watkins,
Transportation Planning
Director

MEASUREMENT
DRIVER:
Rudolph Nickens,
Director of Equal
Opportunity and Diversity

PURPOSE OF
THE MEASURE:
This measure tracks minor-
ity and female employment
in MoDOT's workforce and
compares it with availability
data from the Missouri 2010
Census report.

MEASUREMENT
AND DATA
COLLECTION:
The SAM II database is
used to collect data. The
Missouri 2010 Census data
is used as the benchmark
for this measurement.

ADVANCE ECONOMIC DEVELOPMENT

Percent of minorities and females employed-7i

By placing the right people in the right position, MoDOT can better serve its customers and help fulfill its responsibilities to taxpayers.

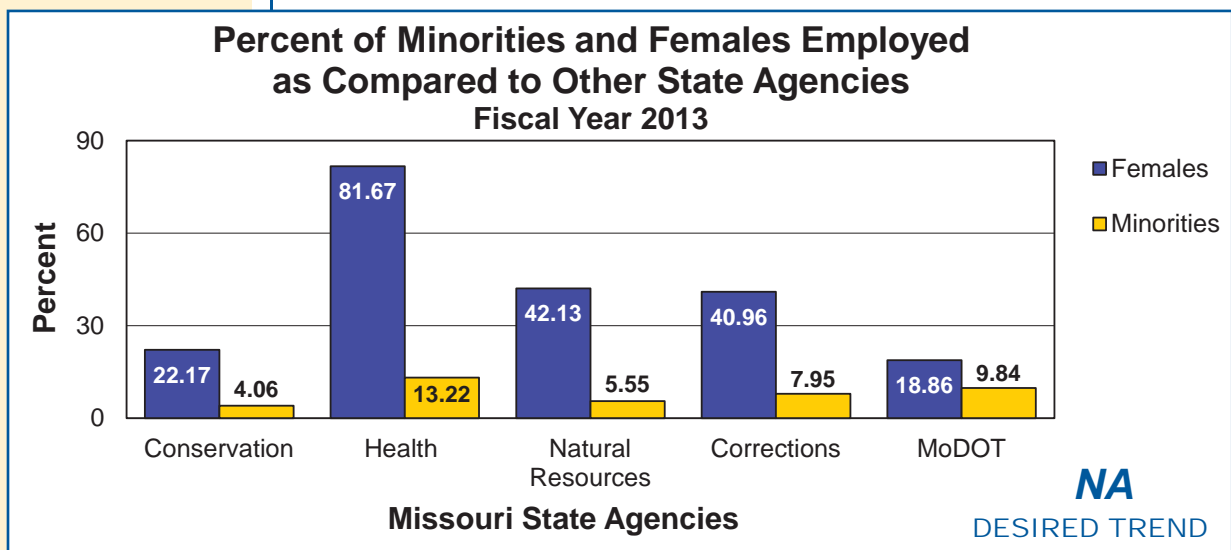
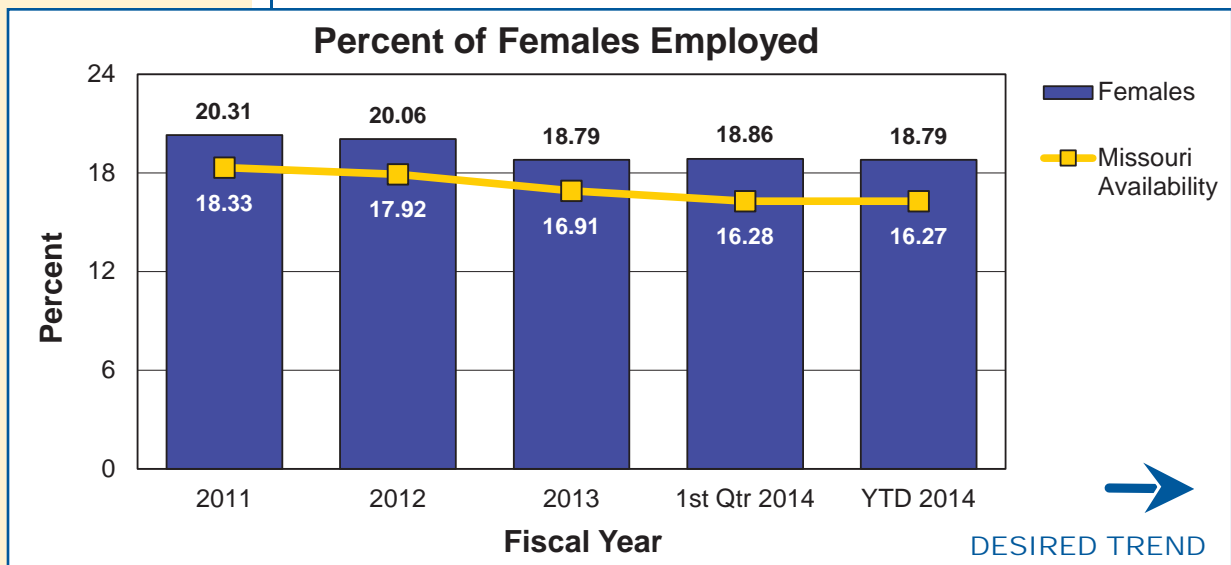
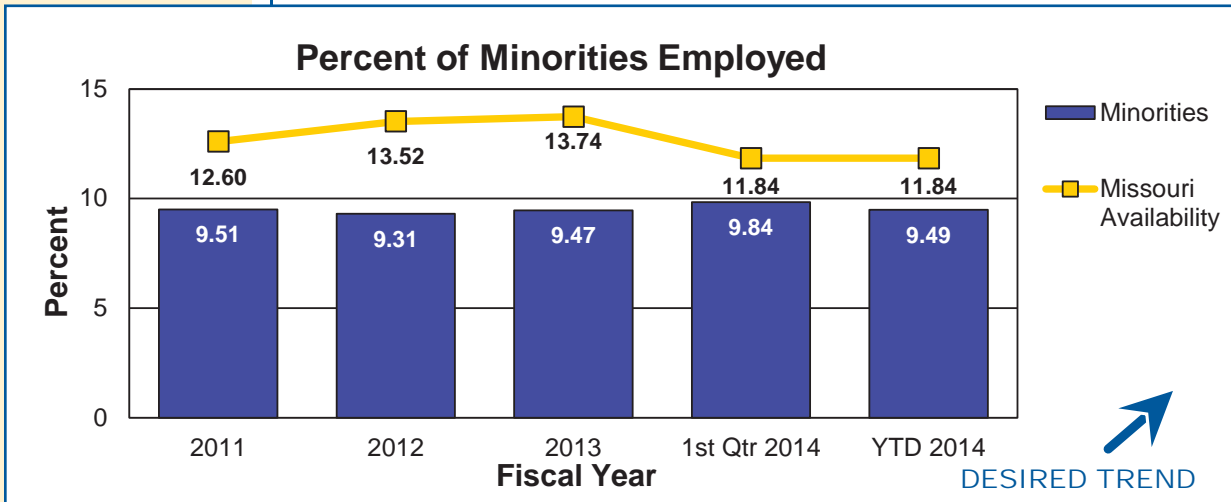
The number of minority employees decreased by 2.6 percent (493 to 480) from the first quarter of fiscal year 2014 to the second quarter of FY 2014. The number of female employees increased by 0.4 percent from first quarter of FY 2014 to second quarter of FY 2014 (945 to 949). When compared to overall employment, the percent of females decreased (18.86 to 18.79 percent), but is still above Missouri Availability of 16.27 percent. The percent of minorities also decreased (9.84 to 9.49 percent), and is below Missouri Availability of 11.84 percent. Total employment during this time increased from 5,010 to 5,050.

MoDOT continues to advertise job announcements with organizations that are geared toward females and minorities, attend career fairs at historically black colleges and universities, make job announcements available at NAACP meetings and forward announcements to diverse contacts. MoDOT managers are encouraged to recruit diverse candidates and develop partnerships with organizations statewide.

Note: Beginning in fiscal year 2014, 2010 census data, which includes new census counts and census job titles, is used as a benchmark. Several census titles changed, as did the number of minorities and females in the census groups from which MoDOT hires.



ADVANCE ECONOMIC DEVELOPMENT



RESULT DRIVER:
Machelle Watkins,
Transportation Planning
Director

MEASUREMENT
DRIVER:
Lester Woods, Jr.,
External Civil Rights
Director

PURPOSE OF
THE MEASURE:
This measure tracks the
percent of Disadvantaged
Business Enterprise use on
construction and engineer-
ing projects.

MEASUREMENT
AND DATA
COLLECTION:
Data is collected through
Site Manager for each
construction project. The
overall DBE goal is a
yearly target established by
MoDOT and FHWA regard-
ing the expected total DBE
participation on all federally
funded construction proj-
ects. Individual DBE project
goals are determined by
subcontract opportunity,
project location and avail-
able DBE firms that can
perform the scope of work.
DBE utilization is tracked for
each construction project
identifying the prime con-
tractor, contract amount, the
established goal and how
the prime contractor fulfilled
the goal. This measure is
based on the federal fis-
cal year, which is Oct. 1
through Sept. 30. Collection
of data of the DBE classifi-
cations began in FFY 2012.

ADVANCE ECONOMIC DEVELOPMENT

Percent of disadvantaged business enterprise participa- tion on construction and engineering projects-7j

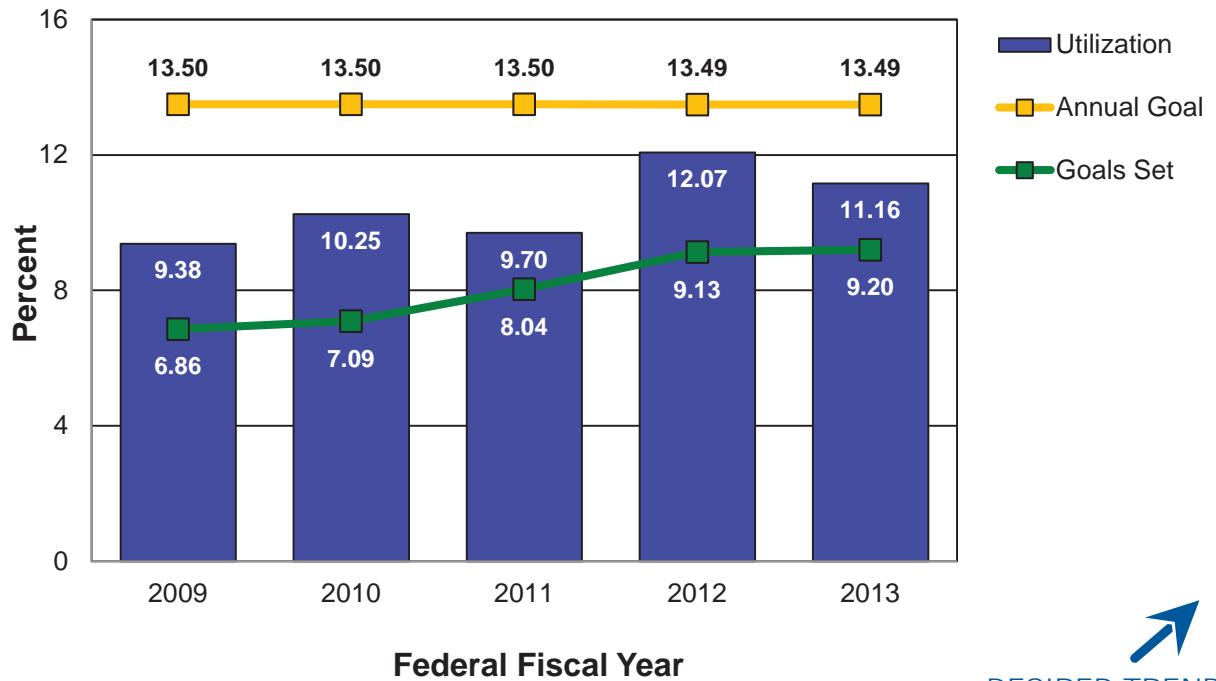
MoDOT believes it is good business to support diversity among its contrac-
tors, subcontractors and suppliers. Contractors, subcontractors and sup-
pliers working on construction projects that receive federal aid or federal
financial participation are required to take reasonable steps to ensure DBEs
have an opportunity to compete for and participate in project contracts and
subcontracts.

The overall DBE goal for federal fiscal year 2013 is 13.49 percent. The DBE
participation for FFY 2013 is 11.16 percent. This is a 0.91 percent decrease
from FFY 2012. Of the 11.16 percent utilization, 2.69 percent is participation
from minority-owned DBE firms, 0.38 percent is participation from minority
women-owned DBE firms and 8.08 percent is participation from women-
owned DBE firms. The collective goals set for projects closed during this
period amounted to 9.20 percent.

MoDOT will continue to support diversity among its contractors, subcontract-
ors and suppliers even as the funding available for its construction program
falls to slightly more than \$300 million by 2017.

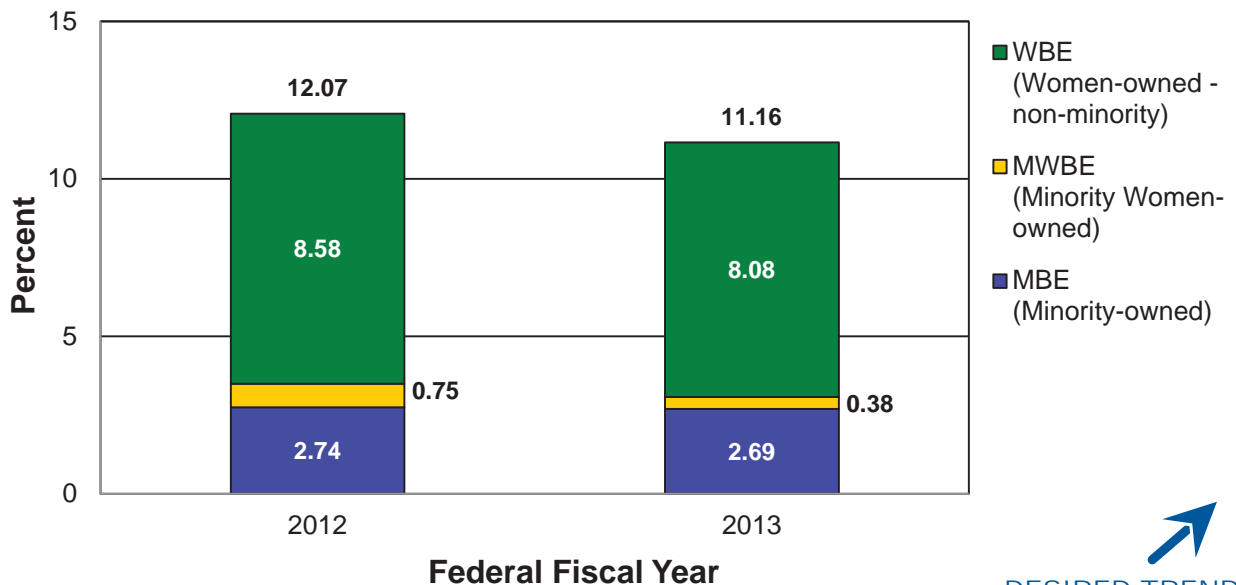


Percent of DBE Participation



DESIRED TREND

Percent of DBE Participation by Classification



DESIRED TREND

RESULT DRIVER:
Machelle Watkins,
Transportation Planning
Director

**MEASUREMENT
DRIVER:**
Rebecca Jackson,
General Services
Manager

**PURPOSE OF
THE MEASURE:**
This measure tracks the department's non-program spending with certified minority, women, and disadvantaged business enterprises. Vendors may be certified through the Office of Administration as well as the Missouri Regional Certification Committee. Included in these expenditures are items such as materials, equipment, tools and supplies. Program spending, including construction, design consultants, local agencies, highway safety and multimodal programs and exempted activities such as utilities, postage, organizational memberships, conferences and travel are excluded from total dollars spent.

**MEASUREMENT
AND DATA
COLLECTION:**
Data is obtained from the statewide financial accounting system expenditure reports and United Missouri Bank purchasing card reports. Certified vendors are maintained in a statewide procurement vendor database.

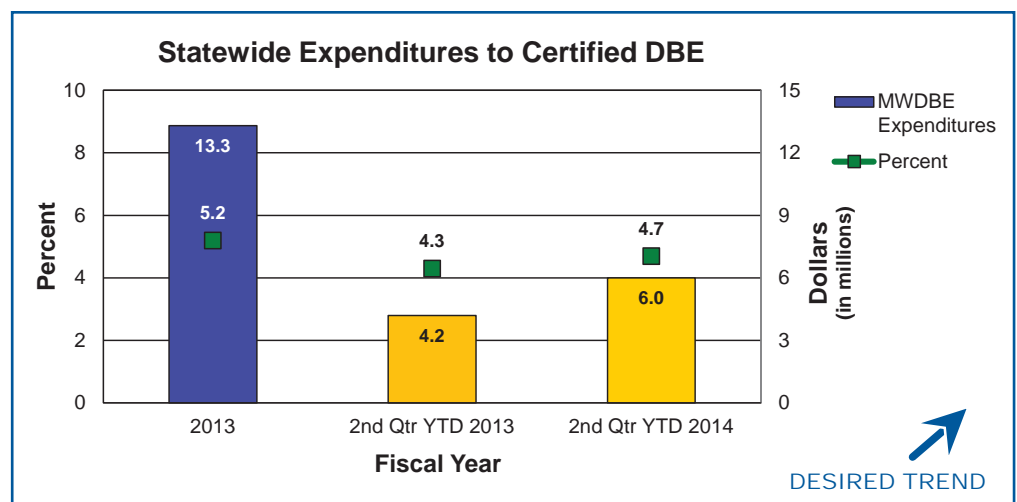
ADVANCE ECONOMIC DEVELOPMENT

Expenditures made to certified minority, women and disadvantaged business enterprises-7k

Ensuring MoDOT spending is representative of Missouri communities advances economic development for all business enterprises. Historical data helps identify opportunities for improvement. Improvement efforts include training staff who have procurement authority, outreach to MWDBE vendors to encourage them to become certified and focused inclusion efforts.

After the first two quarters of FY 2014, results indicate a \$1.8 million increase in MWDBE discretionary expenditures compared to the same period in FY 2013. Compared to the first two quarters FY 2013, the FY 2014 percentage of discretionary MWDBE spent increased by 0.4 percent. This increase is due to better identification of available MWDBE vendors beginning in early FY 2013.

With declining state and federal transportation funding and the increasing costs to do business, the dollars spent with all vendors, including MWDBE vendors are expected to fall. This measure will continue to track the department's efforts to ensure our vendor pool is representative of the business community as a whole.



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